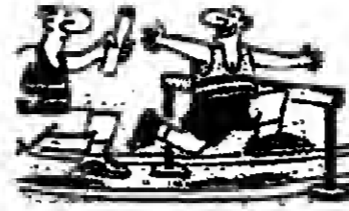


FINANCIAL TIMES

Start the week with...



City salaries Roll up for a crazy carousel



Fund managers What happens when ownership changes



Wagners at war Bayreuth: more than a family tiff

World Business Newspaper

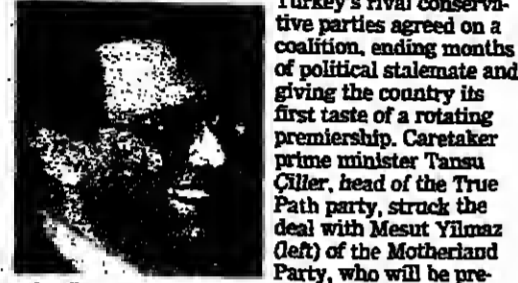
MONDAY MARCH 4 1996

Japan's opposition to force showdown over budget plans

Japan's opposition New Frontier party means to force a showdown with the ruling coalition...

Dole ahead again: Senator Bob Dole re-emerged as front-runner for the US Republican party...

Turkish conservatives agree on coalition...



Turkey's rival conservative parties agreed on a coalition...

ICI on acquisition trail: UK-based Imperial Chemical Industries is on the lookout for acquisitions...

Banks pay premium: Nervousness about the weakness of Japan's financial system has led to Japanese banks paying steeper interest rates...

Complaint over Telefonos: British Telecom has complained to the competition authorities in Madrid about the behaviour of the Spanish state telecoms group...

Fraud busters seek brighter image: Britain's Serious Fraud Office is considering using a public relations company to improve its image...

Khmer Rouge fighters defect: More than 350 Khmer Rouge guerrillas have defected to the government in a province near the Cambodian capital...

Bangladesh protests continue: Prime minister Begum Khaleda Zia failed to appease her opponents with an offer to set up a non-party government...

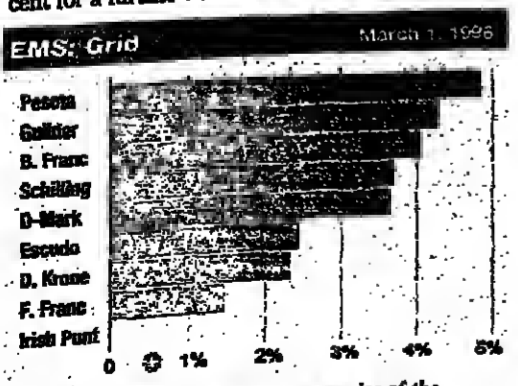
Chechen battle: Russian troops fought a fierce battle with Chechen rebels after being ambushed in Serovodsk village in the west of the breakaway region...

Prison riots continue: Prisoners rioted for a fifth day in Greek jails and at least four guards were being held hostage...

Hassan promises change: Morocco's King Hassan said he would present plans for constitutional reform later in the year...

Crickets World Cup: England lost for the third time in five matches when Pakistan beat them with seven wickets to spare...

European Monetary Systems: The Danish krona and Portuguese escudo swapped places in the EMS grid last week as the spread between the strongest and weakest currencies narrowed...



The chart shows the member currencies of the exchange rate mechanism measured against the weakest currency in the system...

Table with columns for currency codes and exchange rates.

Hamas blast wounds peace efforts

By Julian Ozanne in Jerusalem

19 die in repeated suicide bomb attack on Jerusalem bus

The electoral chances of Israel's Labour-led coalition government and the future of its Middle East peace effort suffered a potentially devastating blow yesterday...

The carnage in central Jerusalem provoked a crisis in the government and sparked opposition calls for a suspension of the peace process...

Mr Peres, who was jeered at the blast scene by rightwing youths chanting 'Peres you're next in line'...

Mr Arafat, fearful that a Labour defeat at the May 29 elections would spell an end to his dreams of a Palestinian state...

Palestinian society, responded swiftly to Mr Peres's demands. He strongly condemned the 'terrorist' attack and lambasted Hamas...

fication of all illegal firearms. But yesterday's attack proved that Hamas is capable of evading the joint Israeli-Palestinian crackdown...

Spanish right set for victory, exit polls show

Popular party claims to have ousted Socialists but majority is in doubt

By David White in Madrid

Spain's centre-right Popular party won its first general election yesterday with a narrower advantage than expected over the Socialists according to early unofficial predictions...

ahead rapidly with economic liberalisation measures and cuts in government spending. Financial markets had been expecting the PP to take between 165-170 seats compared with 141 in the previous parliament...

The PP greeted the result as 'the start of a new era'. However, its parliamentary majority hung in the balance after exit polls broadcast by private and state television networks immediately after the close of voting...

One trader said that if the PP failed to achieve a clear margin of victory there would be 'a nasty sell-off'. Stock and bond markets have strengthened in recent months in anticipation of a PP win...

The PP was predicted to win 40 per cent of the vote compared with just under 35 per cent for the Socialists led by Mr Felipe Gonzalez, the outgoing prime minister...

The exit polls showed the Communist-led United Left increasing its vote from 9.6 per cent to over 11 per cent, consolidating its position as the third party but falling short of expectations...

The PP appeared confident this would give it a sufficient margin of seats in the 350-member congress to be able to govern securely on its own without seeking support from regional parties...

The Spanish right has not won power through an election since 1934, during the ill-fated republic which preceded the civil war and the Franco dictatorship...

Mr Jose Maria Aznar, the 43-year-old PP leader, had set a high target for the election, pinning his hopes on winning enough seats to form a single-party government...

The PP's score, if confirmed, is the highest by any party except the Socialists since parliamentary democracy was restored in 1977. It lost unexpectedly to the Socialists three years ago, but has since taken control of most of Spain's main city councils and 11 of its 17 self-governing regions...

Hong Kong citizens set to get visa-free access to UK

By John Fiddling and John Kämpfer in Hong Kong

Mr John Major, the British prime minister, yesterday rebutted accusations that he was betraying Hong Kong's interests and appeared set to announce today that the colony's citizens will be allowed visa-free access to the UK after next year's handover to China...

meeting last week with Mr Li Peng, China's prime minister. The Democrats, the largest group in the colony's Legislative Council (Legco), argue that the British premier did not take a firm enough stance on safeguarding human rights in the colony after the transfer of sovereignty...

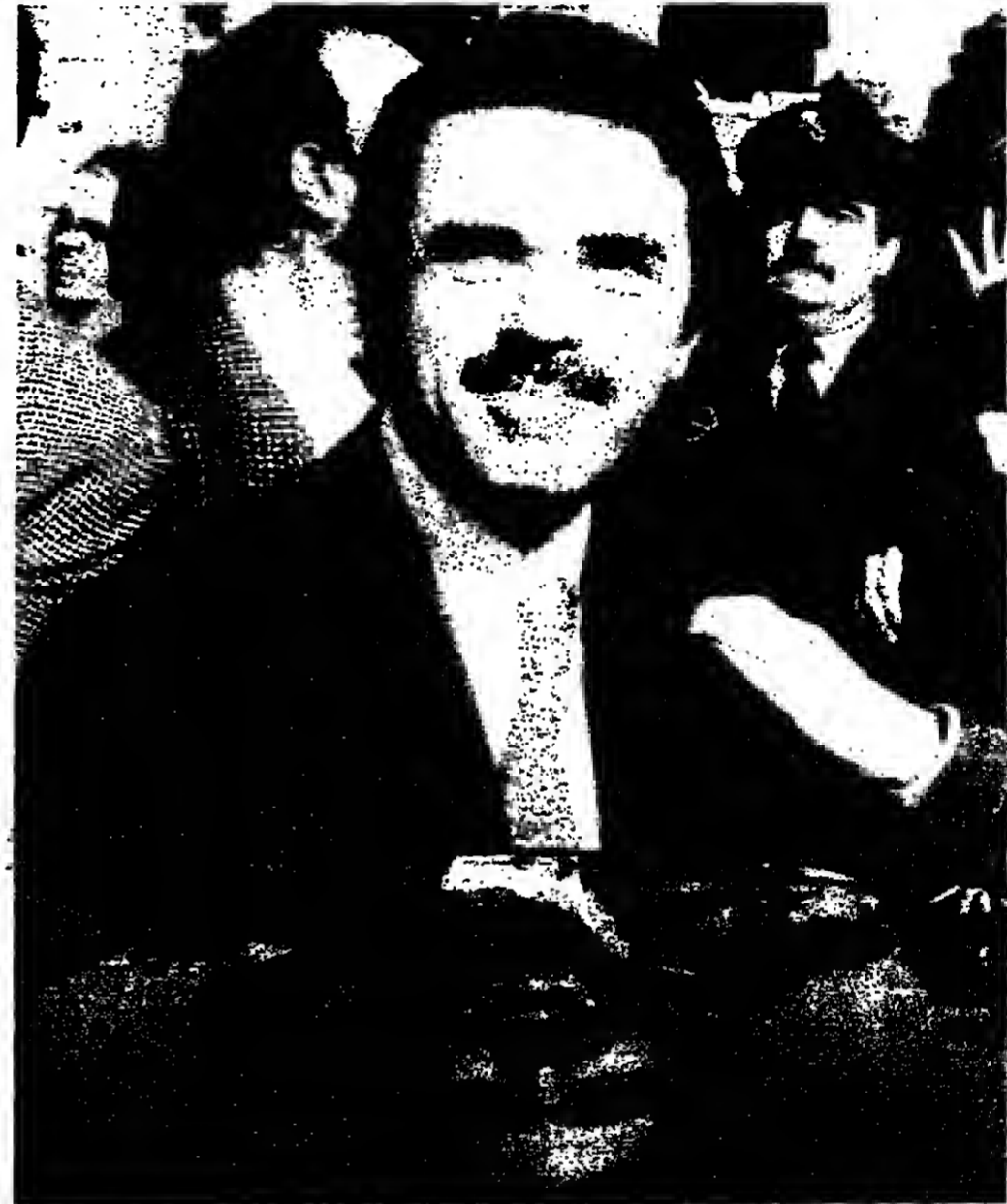
The issue of visa-free access has dominated local debate ahead of Mr Major's visit and is seen as an important test of British support for the colony. Britain's stance on the issue is expected to influence decisions by other governments, while failure to grant access could also prompt retaliatory steps from China...

Mr Major had come under fire from Hong Kong's Democratic party which accused him of betraying the colony and giving priority to developing Britain's trade interests with China. Mr Martin Lee, leader of the Democrats, denounced as 'preposterous and offensive' Mr Major's positive account of his visit...

Officials played down suggestions that visa-free access should be subjected to a review or time limit. Hong Kong governor Chris Patten, who has strongly advocated visa-free access in defiance of criticism from rightwingers in Mr Major's cabinet, described the issue as 'the single most important decision the British government still has to make towards Hong Kong'...

He said failure to allow visa-free access would constitute a 'big thumbs down' for the territory and would threaten the business flow between Britain and Hong Kong. 'This has no political downside whatsoever, and a good deal of commercial benefit'...

Mr Major also faced criticism in Britain, as the opposition Labour party alleged he was seeking to raise funds for the Conservative party from Hong Kong business leaders. He described such claims as 'nonsense', and officials said the prime minister would not be fundraising during his visit...



Reflecting on public opinion: Opposition leader José María Aznar leaves a polling station in Madrid. His Popular party claimed victory after exit polls showed it ahead of the Socialist party

Australian winner warned by unions on pay claims

By Nikki Tait in Sydney

Mr John Howard, who swept to power as Australia's new prime minister in a general election on Saturday, was warned yesterday by the country's top union leader that pay claims would rise under his conservative government...

Ms Jennie George, president of the Australian Council of Trade Unions, said that without the national wages accord which existed under the previous Labor government, workers would live by the rules of bargaining in the marketplace...

The challenge came as the Liberal-National coalition was savouring a victory which brought it the largest federal parliamentary majority for two decades.

The coalition has won at least 80 of the 148 seats in the House of Representatives, putting Labor out of office after 13 consecutive years in power.

Mr Howard appeared to hold about 46 seats, with four independents also elected and a further eight seats yet to be determined. Before the election, Labor

Continued on Page 18 Promise of unity, Page 4 Editorial Comment, Page 17 Lex, Page 18

Advertisement for Offices and factories available. Business rates not included.

Advertisement for Tyne Wear Development Corporation.

Table of Contents listing various sections and page numbers.

NEWS: EUROPE

EUROPEAN NEWS DIGEST

Kohl to exploit opposition split

Chancellor Helmut Kohl's governing coalition is set to exploit a widening dispute between the environmentalist Greens and the opposition Social Democrats (SPD) over the future status of the Aussiedlers before three crucial state elections later this month. These are the tens of thousands of ethnic Germans in eastern Europe and the former Soviet Union who are constitutionally entitled to enter Germany without restriction. The issue arose at the Greens' conference in Mainz at the weekend after Mr Oskar Lafontaine, SPD leader, said restrictions should be imposed on Aussiedlers entering Germany. He claimed it was irresponsible to admit such large numbers who immediately became unemployed. But the Greens, who are seeking closer links with the SPD to challenge Mr Kohl's coalition in the 1998 federal elections, yesterday said the SPD leadership was playing a "shameful and cynical campaign" to win votes. Judy Dempsey, Berlin

French socialists in jobs plea

France's opposition Socialist party is suggesting a European "economic government" as a democratic counter-weight to a European central bank overseeing a planned single currency from 1999. The party's national council approved a document urging greater efforts to create jobs and solve social problems alongside moves towards economic and monetary union. The document renewed the party's commitment to a planned single European currency from 1999, and proposed a European economic government under democratic control, with jurisdiction over the European central bank, and a precise definition of the levels of competence for economic policies. The text of the proposals will be debated ahead of planned ratification at a party congress on March 30 and 31. The meeting also accepted a suggestion by former party leader Mr Henri Emmanuelli to demand that the EU sets a minimum European wage. AFP, Paris

Hungary conservatives split

Hungary's conservative opposition party, the Hungarian Democratic Forum (MDF), seemed to be heading for a split yesterday following the election of a nationalist candidate as party leader at its annual congress. Deputy chairman Mr Sandor Leszak defeated the more moderate parliamentary leader and former finance minister Mr Ivan Szabo in a two-horse race for party chairman. In his victory speech Mr Leszak appealed for unity. However, following Mr Leszak's win a number of supporters of Mr Szabo withdrew their candidacy for other top party posts. The MDF has been in difficulties since it was swept from power in spring 1994. But the MDF remains the largest party in a fragmented opposition to the governing coalition of the Socialist party and the Free Democrats. Reuters, Budapest

EU farm aid for new members may be cut

By Caroline Southey in Brussels

Farmers in central and eastern European countries admitted to the European Union should not be subsidised in the same way as farmers in existing member states, according to a draft report prepared by the European Commission.

The suggestion is based on studies of the economic impact EU farm aid would have on less-developed eastern and central European farm sectors. It concludes that compensation intro-

duced under the 1992 reforms of the EU's Common Agricultural Policy to offset price cuts, would drive up land prices, damage rural development and create inflationary pressures in new member states. The report underlines the need for further CAP reform ahead of enlargement and raises awkward questions about whether the EU intends to match payments from the CAP to new members. It cites the Commission's calculation that without CAP reform, compensation to new members would

cost Ecu5.6bn (\$5.2bn) by 2000, out of a total additional agricultural bill of Ecu6bn. The report will also fuel the debate launched by the Commission's strategy paper on agriculture and enlargement produced at the end of last year, which pointed out compensation payments might not be justified following accession because farmers might not experience any price cuts on joining the EU. It underlined the principle that the EU should not discriminate between old and new member states, but suggested that any compensation ought to be used in alternative ways. The latest report admits that the economic arguments against paying aid leaves unanswered the political question of how to defend the transfer of cash subsidies to farmers in the rich EU-15 countries, but not farmers in poorer central and eastern Europe. But it warns that applying "common policies in unequal circumstances could produce different, not common results". The findings appear in a draft

report drawn up by the EU Commission's economic and financial affairs department on the economic consequences of extending CAP compensation to 10 central and eastern European countries - Poland, the Czech and Slovak republics, Hungary, Bulgaria, Romania, Latvia, Lithuania, Estonia and Slovenia. The paper says compensation payments could contribute to inflationary pressures as they would provide cash injections that would lift overall demand.

Russia's future played out on steel plant floor

Most Russian school-children can still recite a Soviet poem about the Kuznetsk Steel Works, a massive Siberian steel mill that was one of the flagships of Stalin's ruthless industrialisation drive when it was built in the 1930s. More than six decades later the ageing behemoth is again at the centre of Russia's political and economic transformation.

Like thousands of other factories in provincial towns across Russia, the mill is the subject of a fierce dispute between private investors who have acquired a controlling stake, and Soviet era managers who refuse to surrender control.

Upcoming presidential elections, which threaten to put a communist leader back in the Kremlin, have distracted attention from this escalating struggle to run the Russian economy. But regardless of who wins the June presidential ballot, it is showdowns on the factory floor that are likely to determine the role of private ownership in Russia for decades to come.

At the Kuznetsk Steel Works, which employs 33,000, the conflict worsened earlier

this month when, on the strength of a court ruling in his favour, Mr Nikolai Fomin, a former director of Kuznetsk who is allied with the shareholders, entered the factory with a half-dozen armed policemen and occupied the general

is the involvement of local political heavyweights. Mr Mikhail Kisliuk, governor of the Kemerovo region, where the plant is located, was appointed by Mr Boris Yeltsin, and is one of the Russian President's staunchest allies. But

A dispute in Siberia has cast doubt on Yeltsin's market reforming credentials. Chrystia Freeland reports

director's office. But the next day Mr Evgenii Braunstein, the current manager who is fighting to keep out the private investors, returned with an even bigger contingent of local policemen and ejected Mr Fomin.

Even then, the struggle was not quite over. Using the court decision that made him rightful general director of the steelworks, Mr Fomin acquired signing authority over the Kuznetsk bank accounts and cut off his rival's access to the money. Only after the personal intervention of the governor of the region did Mr Braunstein reassert full financial control.

But the most intriguing twist in the fight for the steelworks

Mr Kisliuk is also Mr Braunstein's highest hacker, and approvingly quoted Stalin in a recent local television interview about the dispute.

Meanwhile, the private shareholders, who accuse Mr Kisliuk and Mr Braunstein of making a personal profit from the plant's lucrative metals exports, have found an unlikely supporter in the figure of Mr Aman Tuliev, a popular local politician who is number-two in the Communist party.

Sitting in his luxurious offices, which are guarded by policemen in bullet-proof vests and monitored by a video camera, Mr Braunstein outlines his strategy for resolving the

conflict over the Kuznetsk Steel Works: he would like at least a 10 per cent stake in the plant to revert to state ownership and be administered at the regional level.

"I would like the state to be the guarantor. Our problems should be the government's problems and our happiness should be the government's happiness," Mr Braunstein says.

As further insurance against a takeover by outside investors, Mr Braunstein has also launched an aggressive effort by the Kuznetsk Steel Works to buy back its own shares. To help management in this campaign, Mr Braunstein is openly penalising factory workers, believed to own about 30 per cent of the shares, who sell their stock to outside investors.

"It will lead to greater debts [the share buy-back campaign] but we must do it to preserve the factory," Mr Braunstein explains.

The alliance of private investors still hopes it will succeed eventually in asserting real control over the Kuznetsk Steel Works, but the government's open support of the communist directors has made



enterprise he likes, down to the smallest kiosk."

Other local businessmen say the dispute at the Kuznetsk Steel Works threatens to discredit Mr Yeltsin's administration. While posing as a market reformer, they say, Mr Yeltsin in fact represents the interests of a corrupt, quasi-federal elite.

"Kemerovo is Russia's most industrialised region and it is the one which once supported Yeltsin the most," explains Mr Mikhail Zhivilo, the Moscow financier who has acquired control of a local aluminium smelter and is an ally of the private investors trying to take over the steelworks.

"Now Kemerovo votes for communists. And why? Because Kisliuk, Yeltsin's man, is a thief. Looking at Tuliev, I have to say the communists are much more honest."

As the race for the presidential heats up, Mr Yeltsin has tried to rally support from Russia's fledgling bourgeoisie by warning that the communists are bent on renationalisation and portraying himself as the only defender of private property. But, in regions like Kemerovo, that message is likely to fall on deaf ears.

Moscow shows willingness to meet Chechen leaders

By John Thornhill in Moscow

Gen Pavel Grachev, Russia's defence minister, is today expected to visit the breakaway region of Chechnya amid signs that Moscow may be willing to enter direct talks with rebel commanders in an attempt to end a bloody 15-month conflict.

In a television interview over the weekend Gen Grachev said he would be prepared to open talks with Gen Dzhokhar Dudayev, the Chechen leader who declared independence from Moscow in 1991, if that would help end the fighting.

Until now, Moscow has refused to consider talks with Mr Dudayev, who has been branded a "bandit" by Russian leaders. The Kremlin's drastic reversal of policy highlights President Boris Yeltsin's desperation to end the war, which has claimed more than 30,000 lives and

undermined his chances of being re-elected. Several powerful Russian regional leaders, such as Mr Boris Nemtsov from Nizhny Novgorod and Mr Mikhail Shaimiev of Tatarstan, have linked their political support for Mr Yeltsin to a cessation of hostilities. A recent opinion poll in the Sevodnya newspaper suggested Chechnya would be the most important factor determining how voters vote.

It is unclear how the two sides will find common ground for a lasting peace settlement, even assuming Mr Dudayev is willing to talk. Gen Grachev said any talks must be predicated upon Chechnya accepting it is part of the Russian Federation. But some rebel Chechen leaders have said they will settle for nothing less than full independence.

Fierce fighting continued to rage yesterday between separatist forces and Russian troops around the village of Sernovodsk.

Weapons build-up adds urgency to Cyprus issue

Bruce Clark reports on the complex issues raised by the prospect of the island's accession to the EU

The Cyprus issue, the longest-running "regional problem" in Europe, is again forcing its way up the diplomatic agenda in Washington, London and Brussels.

A mixture of fear, expediency and prudence is refocusing minds on the Mediterranean island which has been split since 1974, when Turkey occupied its northern third after a short-lived coup by supporters of union with Greece.

The fear is provoked by a steady increase in armaments on both sides, prompting the United Nations secretary general to describe Cyprus as one of the most heavily militarised areas of the world.

In the words of one western diplomat: "The arms build-up does not necessarily make a flare-up more likely, but it means that the consequences of a clash would be even more terrible." In Washington at least, interest in the island has been kept alive by the demand of Greek-American lobbyists for the Clinton administration to tackle Cyprus with the same energy as it brought to Bosnia.

Mr Richard Holbrooke stepped down last month as US troubleshooter in the Balkans with a firm injunction to his successor that 1996 should be the year of Cyprus - and an assertion that Britain fully shared his impatience. UK officials have politely distanced themselves from this upbeat view - but Mr Jeremy Greenstock, political director of the British Foreign Office, recently visited Athens, Ankara and Nicosia to assess the prospects for progress.

Britain's interest in Cyprus stems from its role as a guarantor power, and its two military bases on the island - and



Turkish-Cypriot leader Rauf Denktaş, 72, is in intensive care after a heart attack yesterday. Doctors said his condition was stable.

But Britain found itself alone when it blocked the efforts of the EU's Italian presidency to issue a statement which appeared to imply some questioning of EU promises to Turkey.

The EU has stopped carefully short of saying that it would not admit the Greek-Cypriot administration, which is internationally recognised as the island's government, unless there is an agreement on reunifying the island.

If any stipulation had been made, it would have given the Turks an effective veto over Cypriot accession. But in the words of a senior British official, it would be "monumental folly" for the EU to admit Cyprus without a settlement.

Mr Mustafa Ergun Olgun, a Turkish-Cypriot official who visited London last week as a Foreign Office guest, insisted that the prospect of EU membership could and should be used to extract concessions from the Greek-Cypriots.

Diplomatic pressure on the Greeks to clear the way for a loosely-united island to join the EU could balance out the pressure which has long been felt by the Turkish-Cypriots because of their economic isolation, he argued.

For the Greeks, however, last year's promise to admit the island to the EU was not dependent on any further concessions. The island's economy, they say, is so healthy it could join the fast stream towards European integration almost immediately.

And if the EU insists on blocking Cypriot membership indefinitely, there is an awful prospect that Greece could block the EU's enlargement to the east - and paralyse European integration for good.

Telephone manners from heaven. Advertisement for 'SCOTLAND CALLING' featuring a phone booth image and promotional text.



Turkish rivals now uneasy partners

Yilmaz and Çiller have buried the hatchet, but it may be only temporary, reports John Barham

The formation of a centre-right coalition government in Turkey yesterday has finally ended two months' confusion and uncertainty, but political analysts and members of the business community remain unsure about the government's durability or effectiveness.

Some fear that Mr Mesut Yilmaz, the new prime minister and head of the Motherland party, and Mrs Tansu Çiller, the outgoing prime minister and leader of the rival True Path party (DYP), may simply have postponed, not abandoned, their damaging struggle for control of Turkey's centre-right electorate.

The two leaders, who in the past scarcely concealed their contempt for each other, have agreed to share the premiership. Mr Yilmaz will take over from Mrs Çiller for the rest of the year before handing power back to her for two years, after which he will again serve as premier.

However, Mr Yilmaz warned: "We know how difficult the conditions are in which we must work. Rotation [of the

premiership] may add more difficulties to our work. To be successful, both parties have to act like two partners."

Negotiating a watertight agreement was not easy. One commentator close to Mr Yilmaz said: "The Motherland party was very careful in the negotiating process to prevent the other side playing tricks, but it is also trying to see how it can trick [True Path]."

Their partnership is inspired by the uneasy coalition between Israel's Labour and Likud parties, which rotated the premiership between them in 1990-94. Jerusalem even provided True Path and Motherland with copies of the Labour-Likud coalition document.

As well as being debilitated by internal rivalry, the coalition lacks a majority in parliament. Together they can marshal only 261 MPs, 15 short of a majority. Bargaining for support from the two centre-left parties that control 124 MPs could blunt the edge of the new government's planned free-market economic reforms.

Still, the media, the business community and the politically



Rotating premiers: Çiller and Yilmaz shake hands yesterday

powerful military will probably keep up their pressure on the two to work together, just as they insisted that the two set their personal rivalries aside and form a government to exclude the Islamist Refah (Welfare) party from power.

Mr Yilmaz attempted to form a coalition with Refah, which emerged from last December's elections as the largest party in parliament, after twice failing to forge an alliance with

Mrs Çiller. However, Turkish media reported that Refah-Motherland alliance talks collapsed after the army told Mr Yilmaz it would not tolerate a coalition with Refah.

While many Turks heaved a sigh of relief that Refah, which seeks to transform a 73-year-old secular republic into an Islamic one, has been excluded from power they also fear it will grow stronger in opposition. Refah and the small pro-

Islamist Grand Unity party are now the only real opposition in parliament, as the two social democratic parties say they will support the True Path-Motherland coalition.

If the new government does carry out its promise to push through wrenching economic reforms, these policies could hit the poor and state employees hard. Industrial wages are already as low as £97 a month.

Still, MPs from both sides have made little secret of their intention to continue fighting each other for control of the centre-right, which traditionally represents about half the electorate.

Motherland hopes to discredit True Path by exposing alleged irregularities committed during Mrs Çiller's 32 months in power. Mrs Çiller's followers say Motherland, divided among conservatives, Islamist sympathisers and liberals, may split.

Optimists say the real differences between the two parties are exaggerated. Hürriyet newspaper reported last week that they planned to merge by the end of the current parliament. Either Mr Yilmaz or Mrs Çiller would assume the presidency after President Süleyman Demirel's term ends in 2000 and the other would remain as prime minister.

Red scarf hides uncertain future

By Andrew Jack in Paris

If one thing more than any other characterised the militants gathered for the 18th congress of Force Ouvrière, one of France's largest unions, which closed in Paris this weekend, it was the red scarf.

Hundreds of activists were wearing the strip of cloth popularised in numerous images by Mr Marc Bergeon, head of the union and one of the most important leaders of the demonstrations against the government's social security reforms at the end of last year.

Mr Blondel held court for admirers impressed by his performance during the strikes. Yet the national congress, held once every three years, was not as comfortable as it might have been. For the first time since the creation of the union in 1948, a secretary general

standing for re-election faced an opponent.

Mr Jacques Mairé, head of the Paris regional branch, announced his candidature late last year, accusing Mr Blondel of being in the control of Trotskyist militants and leading the organisation in the direction of conflict and protest.

Equally embarrassing, Mr Blondel faced recent criticism from Mr André Bergeron, his well-respected predecessor as head of Force Ouvrière (FO) from 1963 till 1989, who argued that - unlike the union under its new leader - he supported the French government's social security reforms.

In the event, Mr Blondel carried the day easily. While Mr Mairé knew his defeat was inevitable, he had hoped to win up to 30 per cent of the vote. In fact, he won just half that. Mr Blondel pledged to

request meetings with President Jacques Chirac and the prime minister, Mr Alain Juppé, to demand meaningful social dialogue with the government, and to focus on the challenge of unemployment.

Even so, away from militants' triumphalist standing ovations and the traditional chorus of the "Internationale" at the end of the congress, FO faces some serious challenges in the realignment of the French trade union movement.

Internally, there are clearly tensions. Mr Blondel's activity report was approved by 78.10 per cent, down from 84.23 per cent in 1992. Lingering criticism of him remains from his handshake during the strikes with Mr Louis Vianet, head of the rival CGT union.

Some fear the development of stronger links between the two organisations.

Externally, FO is also under threat. Union membership in the country continues to decline, standing at below 10 per cent. In itself, this is not necessarily a threat - French unions have never had a tradition of mass membership, and, as December's strikes show, can still mobilise considerable support.

Yet the workforce is realigning, and FO's traditional power base in the public sector is under threat. The latest works committee elections in workforces around the country also seem to show FO losing ground to the CGT, and to the CFDT, the more moderate union.

It is no surprise that this weekend Mr Blondel stressed one of his top objectives was to launch a recruiting drive in the private sector. How successful he will be is more open to question.

EUROPEAN PRESS REVIEW

Winning TV football bid raises scepticism

ITALY
By John Simkins

Mr Vittorio Cecchi Gori has all the qualifications to make television shows in Italy. *La Repubblica* commented sourly on Friday. "A gigantic conflict of interests... a football team, sport and film TV rights, political protection and backing from the banks." The reference was to the owner of the Florence-based Fiorentina team who also controls Telemontecarlo and Videomusic - two small TV channels with less than 5 per cent of the national audience.

Mr Cecchi Gori had just astounded the country and dismayed football fans by winning the TV rights for Italian football, beating the state-controlled Rai broadcasting organisation with his bid of 1.213bn (\$1.35bn) for each of the next three years.

The centre-left *La Repubblica* was also taking a sideways swipe at one of its arch-demons, Mr Silvio Berlusconi, the former prime minister and owner of AC Milan. As the paper said in a return to the subject on Saturday, about the only thing which could make Mr Cecchi Gori jealous of Mr Berlusconi was that the latter's team was leading the first division.

The papers were united in their scepticism of the football league's choice of Mr Cecchi Gori, because of doubts as to whether his network could cover the country and as to how he would finance the bid.

But they also poured scorn on the vanquished Rai, which has not been permitted by the government to enter the pay-TV field either. Rai's chairman, Ms Letizia Moratti, seen as linked to the political right, suffered more humiliation when Mr Pippo Baudo, king of TV variety and the San Remo song festival, said he might desert "Mamma" Rai.

"Suffocated by the materialism of a chairwoman who imprints her style on the business way beyond her prerogative, the Rai has lost football and Pippo Baudo in one blow," said *La Stampa* on Saturday.

The papers were concerned for football fans, who face the loss of beloved Rai programmes such as "Novantesimo Minuto" (Ninetyth minute) and "La Domenica Sportiva" (Sunday Sport), and *La Repubblica* reported a poll which showed 80.9 per cent of those interviewed expressing doubt that Mr Cecchi Gori could do as good a job as the Rai.

and Mr Berlusconi's Fininvest, but given the financing doubts and Mr Cecchi Gori's conflicts of interest - he is a senator with the central Popular party - was this the right way to establish one? Mr Cecchi Gori is seen as a backer of Mr Lamberto Dini, the caretaker prime minister who last week controversially launched his own central party, Dini Italian Renewal.

"Cecchi Gori is today Berlusconi's rival but he has the same idea," said Gianfranco Pierzani in the *Corriere Della Sera* yesterday. "He is convinced the successes of a football team and a TV network can push him on."

Mr Cecchi Gori has denied wishing to present "Telly-Dini" but the Giannelli cartoon in the same *Corriere* edition envisages "The big centre" on Telemontecarlo, with all the players in the centre of the pitch.

La Stampa yesterday reminded readers that Mr Cecchi Gori and Mr Dini were both Florentines. But it held out hope there might be extra time in the match between competing teams.

"The Romans, meanwhile, observe, chat and do their sums... With emperors, popes, kings and presidents, they have known for over 200 years that there is never an end to the story."

But the papers spotted even more serious implications. For years, said *La Repubblica*, there has been a need for a third TV axis to rival the Rai

Unfair, claims Berlusconi

The gloves came off in Italy's election campaign yesterday as supporters of the former premier, Mr Silvio Berlusconi, accused the current prime minister, Mr Lamberto Dini, of having unfair television access, AFP reports from Rome.

President Oscar Luigi Scalfaro meanwhile urged the competing coalitions to make "credible commitments" with programmes "possible to carry out". Mr Berlusconi, media magnate and leader of the rightwing National Alliance, demanded that existing elec-

toral laws be changed to limit the amount of television airtime allocated to Mr Dini during the election campaign.

The current law guaranteeing equal media access to candidates was put in place in 1993 to prevent the Berlusconi-led coalition gaining an unfair advantage - he owns three private television channels. At the time he protested vigorously against the law.

But when Mr Dini, the caretaker prime minister, said he did not intend to change the law for the current elections, the right wing reacted angrily.

Under the law, political advertising is banned 30 days before the elections - scheduled for April 21 - and candidates are allocated equal airtime. However Mr Berlusconi's party, Forza Italia, said regular government business, including Italy's current role as President of the European Union, was itself a form of advertising.

Mr Dini said he would only change his position under pressure from "a great majority of forces".

NDAY MARCH...
be cut
t floor
ingness
aders
adds
issue
es raised
to the EU



Even tomorrow's drivers can benefit from our catalytic converters.

The sooner catalytic converters are accepted worldwide, the better the air will be for our children.

As one of the world's leading producers, Degussa is doing its utmost to make this invention suitable for use in all types of engine and to promote its use in an increasing number of countries around the world.

For some time now, after their useful life, these catalysts have become a valuable source of raw materials. In cooperation with other specialist companies, Degussa offers an efficient, closed system for the collection and recycling of used catalytic converters.

Recycling thus helps to conserve the earth's natural and important supplies of platinum group metals.

For Degussa, it all began with gold and silver. Today we shine in many more fields.



هكذا من التحول



Real international understanding starts here.

Deutsche Telekom, France Telecom and U.S. company Sprint have now joined forces to create a unique new global communications alliance. For customers who need to operate right around the world, the result will be tailor-made performance of the highest possible quality, on a truly global basis.

Nowadays, companies aren't just selling worldwide: they're also developing, purchasing and manufacturing in a variety of different international locations. Hence the explosion in demand for high-quality global communications. To satisfy this demand, we have pooled the cream of European and American telecommunications resources in a unique three-way international partnership.

In the words of the U.S.A.'s Forrester Research Institute: "Together, Deutsche Telekom, France Telecom and Sprint form what is probably the strongest alliance in the world." They go on to highlight our common vision, compatible products, virtually complete international coverage and vast combined experience in network technology.

In short, this alliance promises unrivalled professionalism and integrated expertise. Indeed, from the start, some 2,100 specialists in more than 50 countries will be putting their global network skills at the disposal of companies who need to be able to communicate right round the world.

Together with France Telecom, we have set our sights on revolutionising international communications in the world's single largest market place: the European Union. France Telecom can boast outstanding performance and many years' experience in the field of global data services. While, as a serious performer in all the major international markets, Deutsche Telekom offers not only the densest fibre optics network in Europe but also satellite capacity from all the leading operators, not to mention top quality connections, particularly to Eastern Europe. With Sprint joining the partnership, we can now add a truly global dimension to our pioneering work in Europe. As a major international company in its own right, Sprint will contribute both its own domestic networks in the U.S. and its excellent connections in the Pacific Rim.

Deutsche Telekom - you couldn't be in better company for the future. Deutsche Telekom is Europe's No. 1 telecommunications company - and the second largest network operator in the world. In Germany, we have the largest ISDN network, the densest fibre optics network and the most extensive broadband cable network: and all three are accessible on the world's most sophisticated Infobahn.

Add the resources of our new worldwide consortium and you have an international communications capability which cannot fail to benefit your business.

Our connections move the world.

T Deutsche Telekom

NEWS: INTERNATIONAL

Hamas shows political power

Julian Ozanne assesses hopes of dialogue to advance peace

Four Islamic attacks against Israelis in the past eight days have established that the extremist Hamas Islamic group has the power to determine the fate of the Arab-Israeli peace process...



Israeli Prime Minister Peres (circled) visits the blast scene in Jerusalem yesterday

The attacks have left at least 45 people dead, have undermined Mr Arafat's credibility and have dealt a blow to the electoral chances of Mr Peres, who has called early Israeli elections on a platform of making peace...

leadership and a strict organisational division between the political and military wings. It is often uncertain whether the political wing is driving the military wing or vice versa. Also, last week, after the Izz al-deen al-Qassam brigades, the Hamas military arm, had denied responsibility for last week's attacks, it became apparent that the military wing itself is split...

week in return for release of Hamas prisoners and an end to Israeli attacks on its activists. But analysts call this a smokescreen and say the attacks are a much more important message, to Mr Peres and Mr Arafat, that Hamas, backed by up to 20 per cent of Palestinians, must be taken into a political dialogue. "Hamas is sending a message to Israel that our blood is not cheap and Israel must think seriously about involving Hamas in a political dialogue," said Mr Imad Faluji, a former Hamas leader and an elected member of the Palestinian parliament...

coming to power in Israel on an anti-peace ticket. Both Mr Faluji and Sheikh Abu Musamah, editor of the banned Hamas newspaper Al-Wakef, confirmed the movement was in a "self-evaluation." The editor said the political wing had been close to a political agreement with Mr Arafat when Israel killed Ayvash. But, until there was such an agreement, said Mr Faluji, Hamas military cells were free to carry out any action they thought necessary. Once a political accommodation was struck, the political wing would be able to enforce it on the military wing. Efforts to reach accommodation with Hamas are now in question. Israel refuses Hamas offers of dialogue, saying it will not negotiate with terrorists and that it is up to Mr Arafat to deliver his side of the peace deal and guarantee Israeli security. But it is by no means certain that the option of continuing to press Mr Arafat to crack down harder on Hamas will bear fruit, and Mr Arafat is mindful of the potential for major internal conflict such a crackdown could provoke.

Withdrawal of four candidates may frustrate business-minded

Iran election setback for moderates

By Robin Allen, recently in Tehran

The chances of moderate rightwing groups gaining a majority in elections on Friday to Iran's Majlis, or national parliament, suffered a setback yesterday with the withdrawal of four members formerly on the list of the Freedom Movement of Iran.

The four had been allowed to contest the elections as individuals, rather than under the FMI umbrella. Political commentators in Tehran said that the decision of the FMI candidates to withdraw would deprive many middle-class voters of an identifiable "business-minded" group for which to vote.

The four ostensibly withdrew their nominations to protest against the refusal of the interior ministry to allow them to hold public meetings at Tehran university and in the capital's suburbs. The departure of the FMI grouping from the political arena coincides with shifting personal alliances within other big rightwing and technocratic groups, with several individuals appearing on the lists of more than one competing faction.

"Providing enough people vote," said one analyst, "there is a good chance that growing public enthusiasm for more secular and less clerical government will be reflected in the new Majlis. This would make it much easier for Iran to have a non-clerical president to succeed the incumbent, President Hashemi Rafsanjani, next August."

A total 3,232 individuals from more than a dozen groups - political parties as such are banned under Iran's Islamic constitution - is contesting 270 seats in the new four-year Majlis. The parliament will be the fifth since the revolution of 1979 gave the Shia clergy a stranglehold on the country's political system. Public concern over inflation, officially put at 54 per cent last year, and general economic mismanagement has eroded the clergy's overt authority. But most groups which have passed the regime's stringent official vetting procedures, have retained an Islamic "label". The most prominent are traditional conservatives in the JRM (Jame'eh-Ruhaniyat-e-Mohabrez or Assembly of Combatant Clergy), which holds a majority of 150-160 members in the outgoing Majlis; candidates under the G-16 label of more modern-minded technocrats, all of whose sympathisers have had government experience; and a large number of independent factions represented by provincial businessmen and academics who are well known in their own communities. The main left-wing group, the MRM, is boycotting the elections.

INTERNATIONAL NEWS DIGEST

Moroccan king plans reforms

King Hassan of Morocco said yesterday he would set out a wide-ranging programme of constitutional reform in the second half of this year - including changes in the country's parliamentary system. Under the present constitution, a third of the 333 parliamentary deputies are picked by an electoral college, a system which the opposition says does not ensure proper representation. The opposition argues that the system of indirect elections works in favour of the centre-right parties now in government. King Hassan said he would put forward the changes after the second session of parliament, which ends in June or July. He indicated that the political changes being proposed were part of comprehensive reforms that involved looking at administration, the economy and education. The king, 66, also assured Moroccans he was physically fit after a recent illness.

Shift in Venezuelan Congress

The Venezuelan government of President Rafael Caldera has lost its control of congress to a new alliance of opposition parties. The two-year-old coalition of the Democratic Action party and the government party Convergencia was ousted from the presidencies of the upper and lower chambers by the socialist MAS party and the centre-right Copel party. The shift could complicate Mr Caldera's efforts to pull the country out of a deep economic crisis and to reach a stand-by agreement with the International Monetary Fund. Late last week, the government postponed talks with the IMF because of "an unclear situation in Congress". Several tax and deficit reduction bills proposed by the government depend on congressional approval and are deemed necessary to reach an agreement with the IMF.

South African trial to start

The trial of South African former defence minister Magnus Malan, and other high-ranking military and intelligence officers accused of organising death squads, is to begin today in Durban. Mr Malan, 66, and 19 others, including members of the old military intelligence, chiefs of divisions of the white-led army and the deputy secretary-general of the Zulu-based Inkatha Freedom Party, face a lengthy Supreme Court trial. They are the most prominent South Africans to face trial for alleged crimes of the country's apartheid era since the first elections for all races brought black majority rule to South Africa in April 1994. The trial will hinge on the massacre of 13 people, mostly women and children, in the Zulu heartland of KwaZulu-Natal province in 1987.

Record global sales of drugs

Daniel Green finds rapid US growth leading pharmaceutical surge

World drugs sales grew to record levels in 1995, led by rapid growth in the US, according to figures published today. Sales of prescription drugs at retail pharmacies in the top 10 markets grew by an average of 8 per cent, excluding currency effects, to \$138bn. That compares with sales growth of 5 per cent in the previous year and to 1 per cent in 1993, according to IMS, the specialist drugs industry market researchers.

The US market was the fastest growing in the top five countries, with sales up 10 per cent to \$54.7bn. The UK was the second fastest growing, with sales having risen 9 per cent to \$8.25bn. The UK remains, however, a smaller market than that of Germany, France or Italy. German sales grew 7 per cent to \$16.5bn. French sales rose 6 per cent to \$15.1bn. In Italy, where the government has introduced a series of measures to restrict spending on medicines, drug sales increased 4 per cent to \$7.8bn. Japan was the third fastest growing country, recovering from price controls imposed in 1994, with sales up 8 per cent to \$28.4bn. Among the smaller markets, there was high growth in Spain largely due to a recovery from state-imposed price controls and sales were up 11 per cent to \$4.77bn.

The picture, when measured by medical area, shows the fastest growth in four areas, thanks largely to the introduction of new products. Sales of anti-infective products, including antibiotics and anti-virus drugs such as treatments for AIDS and herpes, rose 13 per cent in 1995 to \$14.2bn. The drug categories highlight cultural difference between countries. Anti-infective sales in the UK, where doctors are conservative about prescribing, grew 11 per cent to \$464m. In France, which has a population of similar size, sales grew 15 per cent to \$2.02bn. France has among the lowest drugs prices in Europe, but this is counterbalanced by doctors' habit of heavy drug prescribing and a health care system that allows patients to visit more than one doctor. Respiratory drugs, mostly for treating the fast growing condition asthma, rose by the single medical category. Sales of blood agents, including the relatively new category of cholesterol-lowering drugs, rose 13 per cent to \$7.86bn. In most other countries, the biggest categories remain heart drugs and digestive system drugs such as Zantac, the ulcer drug made by the UK's Glaxo Wellcome, which is still the world's highest selling medicine.

But both these categories are growing much more slowly than most others, thanks to increasing competition as patents expire. Digestive system drugs sales grew 6 per cent to \$23.6bn, and heart drug sales rose 4 per cent to \$24.9bn.

World pharmacy drug purchases January-December 1995 in US dollars (m)

Table with 10 columns: Country, Cardiovascular, Alimentary/Metabolism, Central nervous system, Anti-infectives, Respiratory, Blood agents, Musculo-skeletal, Others, Total, % Change. Rows include Japan, Germany, France, Italy, UK, Spain, Netherlands, Belgium.

CONTRACTS & TENDERS

Syrian Arab Republic Ministry of Electricity Public Establishment of Electricity For Generation and Transmission Contract Department Telegram: SYRELEC P.O. Box 3386 Telex: 411056 SY Fax: 2229062 Phone: 2223086 2229654

EXTERNAL CALL FOR TENDERS No. 30/96

The public establishment of Electricity for Generation and Transmission (PEEGT), intends to execute a thermal power station project consisting of three units, the capacity of each 200 MW ±10% at Al-Zara site. This project is financed by the Overseas Economic Cooperation Fund (OECF) of Japan, towards the foreign currency portion. PEEGT invites herewith the experienced firms to bid for: the design, manufacture, delivery, transport, insurance, testing, executing the civil works, erection and putting into operation of this project on turn-key basis, including the delivery of spare parts, tools and training of PEEGT's personnel. In accordance with the conditions specified in the file of external call for tenders No. 30/96 those interested can obtain a copy of tender documents from PEEGT- contracts department- between 11-12.30, during the official business hours and against payment of SYP (129000) for Syrian tenderers, or U.S.D. (3000) for foreigners and Arabs non Syrians. Location: Al-Zara, 25 km to the north of Homs City. Bid bond: USD (1,500,000), only one and half million US Dollars. Performance Bond: 5% of the total value of every currency given in the awarding of the contract. Execution Periods: 1. Section One: (27) months 2. Section Two: (29) months 3. Section Three: (31) months Starting from the date of effecting the advance payment and opening the letter of credit whichever of the dates is the latter. Penalty of delay: In case of delay of executing any section of the project, a penalty of delay as specified in the Administrative, juridical and financial book will be applied, taking into consideration that the ceiling of penalty of delay shall not exceed 20% (twenty percent) of the total value of the contract. PEEGT will grant to the awarded tenderer an advance payment equal to (10%) of the total value of the contract against submitting a bank guarantee.

LEGAL NOTICES

PORTUGUESE INVESTMENT FUND LIMITED (In Voluntary Liquidation) ANNOUNCEMENT (Incorporated with limited liability and registered under the laws of the Cayman Islands) NOTICE IS HEREBY GIVEN: 1. THAT at an Extraordinary General Meeting of the above named company, duly convened and held on Monday 19. February 1996, the following Resolutions were duly adopted: AS A SPECIAL RESOLUTION THAT the company be placed into voluntary liquidation forthwith; AS AN ORDINARY RESOLUTION THAT James Clarke & Young, P.O. Box 510, One Capital Place, George Town, Cayman Islands, British West Indies be appointed as the voluntary liquidator of the Company. 2. THAT the creditors of the Company are required on or before April 30, 1996 to send in their names and addresses and full particulars of their debts or claims to the Liquidator in default of which their claims will be excluded from the benefit of any distribution made before such date as is provided. In the first instance claims should be made by fax to David Pindroff, First & Young, Cayman Islands (fax no. 1-569-944-4259), but a creditor may be required either to submit the original claim or sign a formal proof of debt in conformity herewith. 3. THAT pursuant to Section 144 of the Companies Law the final General Meeting of the Company will be held on April 10th, 1996 at 10.00 am, at the offices of James & Young, One Capital Place, Station Road, George Town, Cayman Islands, for the purpose of receiving from the Liquidator an account of the winding up of the Company and any explanation thereof. Copies of the Liquidator's Report, the audited financial statements of the Company and the accounts of the liquidation will be available for inspection at the offices of the Liquidator.

PUBLIC NOTICES

NOTICE OF APPLICATION FOR VARIATION OF APPOINTMENT OF NORTHUMBRIAN WATER LIMITED PURSUANT TO SECTION 8(2) OF THE WATER INDUSTRY ACT 1991 NORTHUMBRIAN WATER LIMITED Registered in England with Registered Number: 02366703 This notice is issued in accordance with Section 8(2) of the Water Industry Act 1991. Application has been made to the Director General of Water Services for the variation of appointment of Northumbrian Water Limited ("Northumbrian") to extend the areas to which that appointment relates to cover the areas presently served by North East Water plc ("NEW"). If the variation applied for is granted Northumbrian will, upon the variation coming into force, become the water undertaker for the areas presently served by Northumbrian and NEW and NEW's appointment as a water undertaker shall cease. The application for the variation of Northumbrian's appointment is in accordance with an agreement between Lyonnaisse Europe plc (now the holding company of both NEW and Northumbrian) and the Secretary of State for Trade and Industry that, following the successful offer by Lyonnaisse Europe plc for the shares in Northumbrian Water Group plc (which owns Northumbrian Water Limited), there should be a merger of the operations of NEW and Northumbrian and that these operations should be carried on under a single licence. The merger of these operations is considered to be in the best interests of customers. The Board of NEW and the Board of Northumbrian have both approved the making of the application for variation of appointment. Subject to the variation of appointment becoming effective, the property, rights and liabilities of NEW will be transferred to Northumbrian by way of a transfer scheme in accordance with Schedule 2 of the Water Industry Act 1991. The transfer scheme (which is subject to the approval of the Director General of Water Services) will take effect on the same day that the variation of appointment comes into force.



مكتبة من الأصيل

South Carolina primary damages Alexander Dole re-takes lead in nomination race

By Jurek Martin in Savannah, Georgia

For the first time in weeks, Senator Bob Dole is smiling like a front-runner.

A convincing victory in the South Carolina presidential primary on Saturday re-established the Senate majority leader as the favourite for the Republican party's nomination, going into the thick of the primary season and due to start tomorrow here in neighbouring Georgia and in seven other states.

Mr Dole won with 45 per cent of the Republican vote, followed by Mr Pat Buchanan, the conservative pundit, with 29 per cent, Mr Steve Forbes, the millionaire publisher, on 13 per cent and Mr Lamar Alexander, former governor of Tennessee, with 11 per cent.

By carrying the state and its six congressional districts, Mr Dole won all 37 convention delegates and thus vaulted back into the lead in the race for the 96 needed for nomination. He now has 77, ahead of Mr Forbes's 60, Mr Buchanan's 37 and Mr Alexander's 10.

South Carolina probably spelled the beginning of the end for Mr Alexander. A comparable finish in Georgia, where the latest poll in the Atlanta Constitution newspaper puts him a poor third with only 16 per cent, would conclusively disprove his southern regional appeal and leave him without the funding to continue for much longer.

But neither Mr Buchanan nor Mr Forbes is likely to fold his tents. The publisher, who at least matched his modest expectations in South Carolina and has money to burn, can now look forward to what seems more favourable territory, especially in Colorado and five New England states tomorrow, followed on Thursday by New York, where a judge has ordered that his name appear on all ballots.

Mr Buchanan will also continue his crusade all the way to the convention, unless he breaks off in the direction of a third party. But his problem is

that he appears unable to exceed the 30 per cent barrier that represents his core right-wing and populist support in the party.

In South Carolina, in spite of strength among religious conservatives, he barely improved on the 26 per cent he took in the 1992 primary against President George Bush. Anything less than the 36 per cent he won four years ago in Georgia would be construed as underlining this minority standing.

Still, Mr Buchanan claimed in Atlanta yesterday that,



Dole: 77 delegates bagged

while it was clear President Bill Clinton would beat Mr Dole in November, the White House was nothing like as "confident" about taking him on. In accusing the majority leader of waging "a shabby campaign", Mr Buchanan gave no hint of second thoughts about continuing.

Mr Dole's victory was attributable to hard work on his behalf by Mr Carroll Campbell, a respected former governor, and Mr David Beasley, his successor and the incumbent. Both argued vehemently that Mr Buchanan's protectionism was a dagger at the heart of South Carolina's new-found prosperity, much of it derived from foreign trade and investment. The long string of endorse-

ments Mr Dole has nationwide should also prove an asset as the primary season moves beyond the single-state politics of its opening to the multi-state campaigning of the next, vital three weeks.

Tomorrow has already acquired the nickname Junior Tuesday. A week later is to come Super Tuesday, with 12 scattered states voting, including Texas and Florida, the second and fourth largest in the US. March 19 will be the date for four big mid-western states and, on March 26, California is to lead the western parade. By the end of this month, nearly 70 per cent of all convention delegates will have been selected.

As R.W. Apple noted in the New York Times: "With time so short, surrogates will have to do much of the stumping and better-known surrogates generally get a better hearing." The organisations at their command, he went on, can also help get out the vote, possibly "decisive in a small turnout".

On the other hand, Mr Dole does have some money problems. As a recipient of federal matching funds, he is limited to spending no more than \$37m (£24m) on the primaries. He has already disbursed about three quarters of that sum. The self-financed Mr Forbes has no such constraints, although the \$25m or so he has spent so far may come to resemble small change once the expensive media markets of California and New York take hold. But, if he continues to be competitive, he may well dig more deeply into his own pockets, immune to any appeals by the Republican establishment that he withdraw.

Last night, Mr Dole felt confident enough to stay in New England and leave the debating stage in Atlanta, Georgia, to Mr Buchanan, Mr Forbes and Mr Alexander. The senator's state campaign manager explained: "These debates are not a pretty sight any more." But the majority leader looked good enough in the South Carolina beauty contest.

US push for free trade in Americas

By Angus Foster in São Paulo

Mr Warren Christopher, US secretary of state, on his first visit to South America since taking office, has welcomed the region's moves towards democracy and economic reform, and has called for greater efforts towards planning the Free Trade Area of the Americas, due to be in force from 2005.

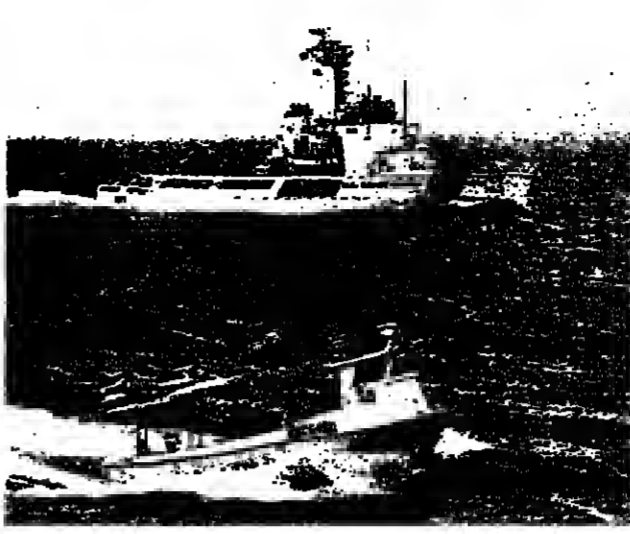
The secretary, who last week visited Chile and Argentina, said Brazil and the US had the opportunity to form a "strategic partnership" to drive the region forward because of their size and the importance of their economies.

In a speech to businessmen in São Paulo, Mr Christopher said momentum must be sustained towards negotiating the FTAA, which some critics say has made little progress since it was launched at the Summit of the Americas in late-1994. He said the US supported a second summit, in late-1997 or early-1998.

Separately, Mr Thomas McLarty, special adviser to President Bill Clinton and travelling with Mr Christopher, said President Fernando Henrique Cardoso of Brazil was "receptive" to the idea of a second summit, although the two sides had not discussed details of its exact timing or location.

Mr Christopher said Mercosur, the customs union of Brazil and three other South American countries, was a valid but "transitional" building block towards economic integration in the region. For the FTAA to come into force, he said, all countries must move forward with genuine negotiations including such new areas government procurement, services and intellectual property rights.

Brazil is a signatory to the FTAA, but the country's trade with Europe is as important as its trade with the US. Brazil also does not want the FTAA to be a US-dominated extension of the North American Free Trade Agreement.



Cuban exiles curtail memorial sea trip

Cuban exiles cut short a weekend memorial service at sea for four comrades killed by Cuban fighter aircraft last month, AP reports from Key West.

Escorted by 11 US Coast Guard cutters, a flotilla of 35 boats left Key West early on Saturday and lurched into waves whipped up by high winds across the Florida Straits. (A cutter and a flotilla boat are pictured left.)

By early afternoon, 21 boats had turned back. The rough seas prevented the 14 remaining vessels from reaching the spot 34km north-west of Havana where the exiles' two aircraft were believed to have crashed after they were shot down by Cuban MiG jets on February 24.

Flotilla leaders had promised to stay well outside the 20km limit of Cuban territorial waters. The planned memorial service was held 70km south of Key West. Exiles dropped flowers and wreaths into the sea, then headed back to Florida.

Mean lawman's intent to save Christopher Parkes visits a cost-cutting sheriff in Phoenix, Arizona

Sheriff Joe Arpaio from Arizona, who calls himself the meanest lawman in the west, is planning to embellish his old-style jail regime with the modern-day principle of equal rights for women prisoners. Privileges will include accommodation in the city of Phoenix's notorious tent prison and, if they insist, work on the chain-gang.

"I don't believe in discrimination in my jails," he says. Despite the chain gang's reputation, it has proven relatively popular among today's male convicts, who are allowed to choose, when they break rules, 30 days working linked man-to-man and foot-to-foot or close confinement in "lock-down".

Tent City, as the canvas jail reserved for convicted felons is known locally, will be opened for women on April 1. The sheriff has not yet decided whether they should be offered equal chain gang rights but: "There could be a problem if the women want to go on the chain gang."

The camp - between a dog pound, a town dump and a waste disposal plant - and sightings of the gangs cleaning streets are the most visible manifestations of the former federal drug enforcer's fundamentalist strategies at work in cash-strapped Maricopa County, central Arizona.

These have attracted international study by criminologists, civilian volunteers enough for a 2,500-head posse, funds - and attacks by more conventional elected officials dismayed by

polls which show Sheriff Arpaio as the most popular politician in Arizona's history. The 1,000-inmate canvas jail, built of tents from the military, was opened in 1993 where stepping outdoors in summer is advisable "only if you have eight legs and a big hat," said one local.

It was one of Sheriff Arpaio's earliest responses to the budget squeeze. By his estimates, the encampment - lately adorned with a neon Vacancy sign on the watch-tower - cost \$80,000 compared with up to \$200m for a conventional building.

Other penny-savers include the introduction of boloney sandwich lunches, which save \$350,000 a year on hot meals, and removal of coffee from the menu (\$100,000). "Why should they have coffee? It doesn't have any caloric value," he says. The same cannot be said for the container-load of surplus batter-coated hot dogs bought lately for the prison pantry.

The search for economies has been given extra impetus by decisions such as the most recent \$10m slice off the sheriff's departmental budget, which forced him to reduce his corps of prison guards by 200.

But the difficulties of working on a shoe-string appear to be compensated at least in part by the warm glow Sheriff Arpaio feels from the knowledge that every cent less in his department's bank account is one more reason for making prison life less comfortable. He

rose, emblazoned with the inspirational phrase "Go Joe", was sold to raise more than \$200,000 for the sheriff's contingency fund.

This, in turn, has been recycled into yet another scheme which, opponents claim, is the most likely yet to lead to the sheriff's downfall. Riding on the success of his resurrection of the civilian posse, and its deployment in pursuit of prostitutes, graffiti artists and pick-pockets, Mr Arpaio has now ordered his deputies to dog Phoenix drug peddlars.

Despite warnings from politicians and local police officials, a volunteer corps of 800 has been trained in staffing telephone hot lines, surveillance, house searches, serving arrest warrants and the use of arms.

In the 10 days since the posse were sent out, they have picked up 20 suspects a day on average, several pounds of marijuana, several grammes of cocaine and methamphetamine, and a small armoury of guns.

None of the posses has yet encountered any violence; none has yet blundered into a large deal involving armed-to-the-teeth heavyweights or undercover police.

The sheriff's opponents insist it is only a matter of time before they do - just as it is only a matter of time before the two armed guards in charge of Tent City find themselves, one summer's day, in 120-degree heat, confronting 1,000 angry inmates demanding a cup of coffee.

MONDAY MARCH 4 1996
DIGEST
an king
Forms
lan Congress
ial to start
drugs
ceutical surge

AIRBUS INDUSTRIE advertisement for the Golden Gate Bridge. Text includes: 'OBSERVING THE BREATHTAKING BEAUTY OF THE BRIDGE ACROSS SAN FRANCISCO HARBOUR TODAY, IT'S HARD TO IMAGINE THE FEAR AND LOATHING CAUSED BY PROPOSALS FOR ITS CONSTRUCTION. THE SIMPLE REASON WAS THAT, BECAUSE NOTHING QUITE LIKE IT HAD EVER BEEN ATTEMPTED BEFORE, IT WAS FAR BEYOND PEOPLE'S IMAGINATION. PROPOSALS IN THE LATE 60S FOR AN AERONAUTICAL VENTURE SPANNING GERMANY, FRANCE, THE UK AND SPAIN MET A SIMILAR REACTION. YET, ONLY 25 YEARS LATER, IT'S NOW POSSIBLE TO STAND BACK AND MARVEL AT THE EXCEPTIONAL PROGRESS AND ACHIEVEMENTS OF AIRBUS INDUSTRIE. THE COMPANY WHICH STARTED FROM NOTHING NOW SUPPLIES 80% OF THE WORLD'S LEADING AIRLINES WITH A FAMILY OF STATE-OF-THE-ART CIVIL AIRLINERS. THIS INCLUDES THE FOUR ENGINED A340 WITH THE LONGEST RANGE OF ANY PASSENGER AIRCRAFT. WHICH GOES TO PROVE WHAT EXTRAORDINARY THINGS CAN BE ACHIEVED WHEN YOU BUILD BRIDGES THAT STAND THE TEST OF TIME. AIRBUS INDUSTRIE SETTING THE STANDARDS'

Row brews over pace of energy reforms
Britain's gas and electricity industries are on a collision course over the pace at which competition is being introduced into the two energy sectors.

Battle for baguette supremacy

It is hard to imagine a UK government accusing Tesco, Sainsbury and their like of selling too cheaply, and so tightening its legislation governing the distribution sector so that some supermarkets say they will have to raise prices of their main products by 3 to 8 per cent.

DATELINE
Paris: the French government has moved to prevent the supermarket giants from indulging in predatory pricing, writes David Buchan

presidents of two such chains, Auchan and Promodes, are being investigated for allegedly bribing a socialist on the committee responsible for granting planning permission for new supermarkets.

ucts with a longer shelf life, the retail chains have come into their own. These supermarkets have not been forced on the French people, who now buy FF1,000bn worth of goods from the top 10 distributors.

Talking softly, and carrying a big chip

Charn Uswachoke has guanxi, writes Ted Bardacke

It is surprising to hear a man who speaks so softly talk so big. Yet what Charn Uswachoke, the driving force behind Thailand's Alphatec group of companies, lacks in charisma he makes up for in guanxi - connections that make his goal of turning Alphatec into the world's largest semi-conductor manufacturer seem attainable.

an introduction to the Wanglee family, not known for venturing into risky businesses, and used it to take over the Thai operations of Signetech from Dutch Phillips.



Charn Uswachoke: hopes to outpace his Asian rivals

PEOPLE

Hostetter and the mass-market heavies

Amos Hostetter, co-founder of Continental Cablevision, has been recognised for 30 years as a rose among the thorns of the US cable TV business, writes Christopher Parkes in Los Angeles.

PepsiCo trembles on lip of a fresh Enrico era

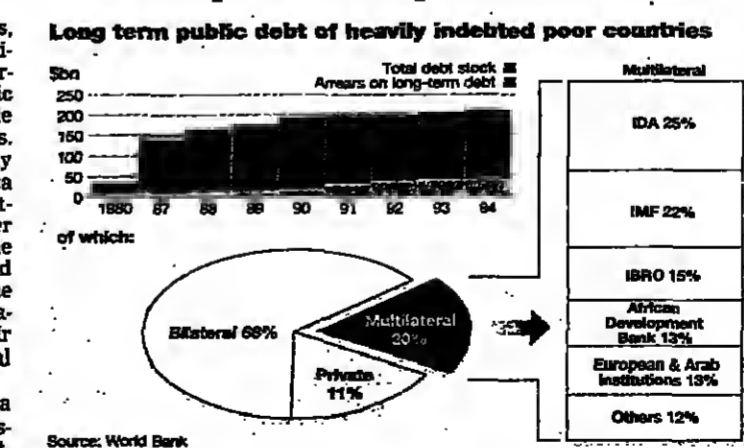
A change of leadership is a rare event at PepsiCo, the US soft drinks, snacks and fast food group. It has had only two chief executives since it was formed 31 years ago, reports Richard Tomkins in New York.

Advertisement for Cumbria: It's not just the wide open spaces that attract advanced technology to Cumbria. It's the breadth of our business package. Includes contact information for Cumbria Marketing Initiative.

Stephanie Flanders - Economics Notebook
Reducing the debt burden

The world's largest industrial democracies will, in the next few weeks, attempt to solve an old-fashioned problem - how to stop the world's poorest economies from slipping even further

The Bretton Woods institutions, particularly the IMF, have traditionally argued that the debt burden, as opposed to poor economic policy-making, is a serious obstacle to growth in only a few countries.



HIPC's in 1994, compared with one-fifth in 1980. Faced with such a barrage, the World Bank has made something of a strategic retreat, although it has had a difficult time persuading the IMF to go along with it.

for the moment at least, it is not clear that a solution is going to be offered to any country. In principle, the IMF has agreed to the idea of selling off a chunk of its gold reserves to make its soft loan arm, the Enhanced Structural Adjustment Facility, a permanent facility which could be used to help countries re-finance their IMF debts.

MANAGEMENT

Peter Aspden finds today's leaders are encouraged to learn elusive arts rather than scientific skills

The new manager, boldly going...

Managing a business used to be a straightforward affair. But today's practitioners are under assault from psychologists, philosophers and a variety of other unlikely gurus.

The latest in a series of bewildering books about how to succeed in life and business takes its cue from the late 23rd century. *Make It So: Leadership Lessons from Star Trek* purports to be a first-hand memoir of the adventures of Jean-Luc Picard, captain of the USS Enterprise. It is mildly entertaining and wildly improbable.

But it is also meant to be a serious text on leadership. "While the past affords us the opportunity to learn many useful lessons... we can also gain insight for today by giving some thoughtful consideration as to what lies ahead for us," pontificate the authors, Wess Roberts and Bill Ross. And what better insight than to imagine life on board a spaceship with an android, a Klingon and assorted interplanetary misfits?

If you are taking it all too seriously, you need *How to Make Work Fun*. David Firth's racy collection of tips on how to bring a smile to your work-station. "Disclaimer: There are two lies in this book. This is one of them," he starts winningly. And then some serious fun. Firth urges us to steal pencil sharpeners ("ultimately futile, but strangely satisfying"). Blatant graffiti to the toilet walls, and take Polaroids of colleagues "that show just how silly they look when they are concentrating hard". All this to support his core ideas: "Work is crazy; work is scary; work should also be fun".

Then from the world of sport there is Will Carling, England rugby captain, favourite of the gossip-columnists and, now, self-styled management guru. Carling's recipe as he extrapolates lessons for top managers from his experiences on the field in his book and tape, *The Way to Win: Strategies for Success in Business and Sport* - is always have a vision, and you will win in business just as in sport.

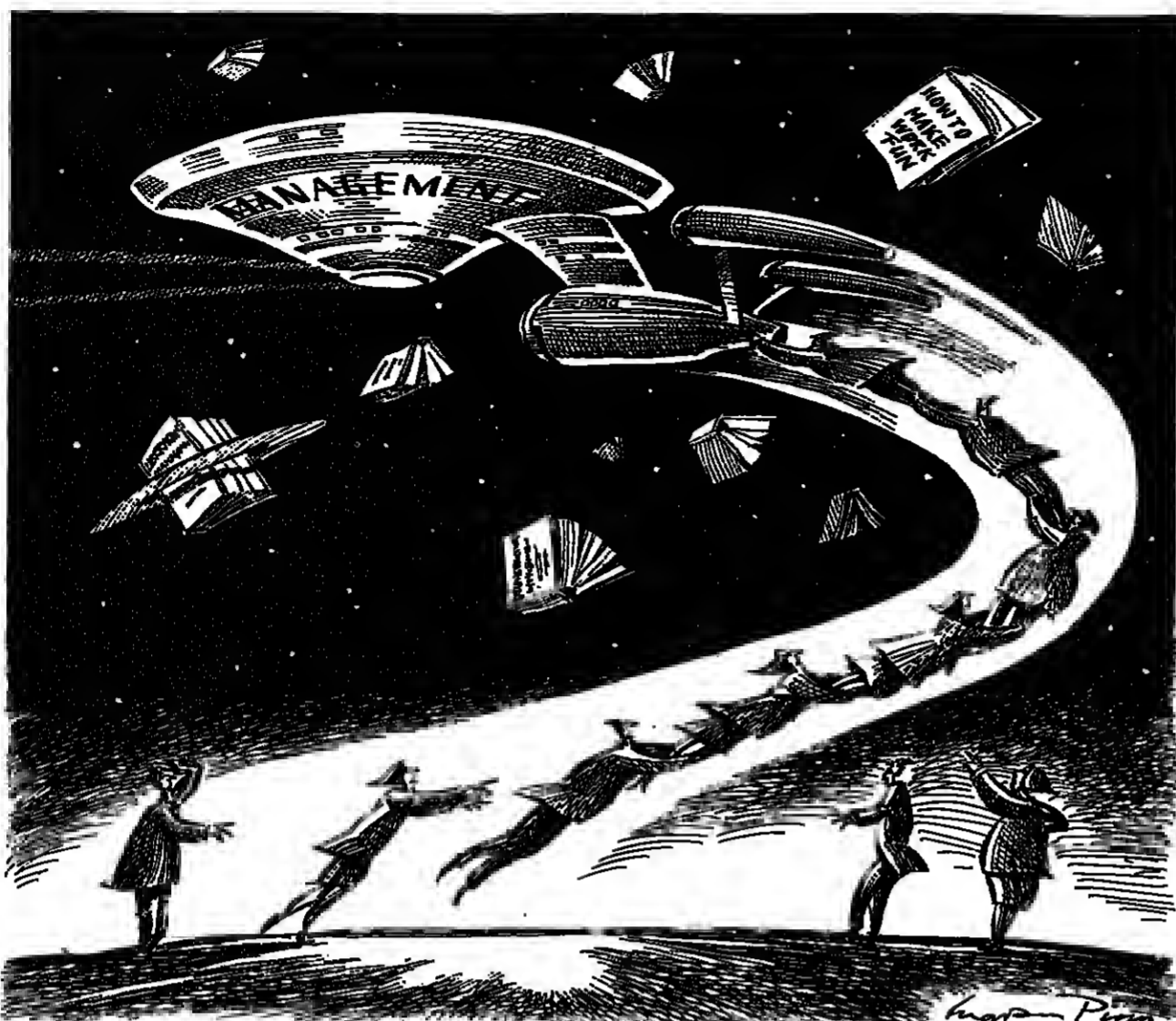
As the above examples show, the idea of management as a set of learnable, scientific skills is less pervasive in the eclectic, intellectual climate of the 1990s. Management books and courses are proliferating, each offering its ostensibly unique - and sometimes bizarre - insight into the elusive arts of business and commerce.

But if managers of the 1990s have never been offered such a rich - and eccentric diversity of theories, the question remains as to whether they are any use.

George Bain, principal of the London Business School, has observed the trend taking root in academic circles: "The management field is characterised by fashions, which have different lifecycles. When management education got going in the mid-1960s, it was seen as a science with testable hypotheses. Now it is seen much more as an art. There is an emphasis on the 'softer' skills, or what people call the 'touchy, feely' stuff."

Although Bain resists the suggestion that soft skills are a soft option - "you could argue it is more difficult to teach people how to become good communicators or how to improve their interpersonal skills" - the changing view of management has allowed any and every theory to flourish.

Today's management gurus stress the challenges posed by a rapidly changing world and people's ability to respond to it. Flux, flexibility, creativity are the new buzzwords; there is little room for the quiet accumulation of technique which used to characterise the subject. "Traditional business strategy used to be all about how to



position yourself in the market. Now it is about action, about being able to cope with whatever the world throws at you," says Bain. Many best-selling management authors tap into this feeling of uncertainty to produce their flighty remedies. Tom Peters, warning to his theme in his *Liberal Management: Necessary Disorganisation for the Nineties*, writes: "If you don't feel crazy, you're not in touch with the times! The point is vital. These are nutty times. Nutty organisations, nutty people, capable of dealing with the fast, fleeting, fickle are a requisite for survival... if the marketplace has 'turned ephemeral' on us... then we must turn ephemeral, too."

Peters and his fellow ephemerals borrow liberally from current affairs (Francis Fukuyama's "end of history" thesis), science (chaos theory and fuzzy logic), philosophy (the displacement of "truth" implied by post-modernism) and even feminism (the championing of "soft", intuitive skills over cold, intractable logic).

Even if you avoid the new wave of literature because you find it puzzling, you may be sent on a management course by your employer. Courses, too, were traditionally conceived as a supplement to add new skills. Nowadays, you could find yourself crawling on a carpet building Lego bridges; assembling a tent while blindfolded; being woken unexpectedly at 6am and asked to compete in an outdoor pursuit.

must have no way of saying: 'I did not know'. We are trying to make people more responsible."

This more reflective, philosophical approach to management education is gaining currency even among the notoriously pragmatic British. Brian Baxter is director of Kiddy and Partners, a London firm of corporate psychologists whose clients include American Express, Hasbro International, Bass and the Automobile Association. His courses unashamedly espouse a "post-modern" view of management: that you have to deal with a world in which traditional beliefs are fragmented, there are a plurality of voices and, consequently, multiple approaches to strategy.

Baxter eschews simplistic notions such as Carling's sports metaphor for business success. He says managing people in business today more closely resembles the mounting of a theatre production: "People come together in short bursts, and then go away. It is a much more fluid notion than the old idea of the manager-coach in charge of a happy team, which makes many assumptions about the capitalist work-ethic."

He also lectures his clients on the famously difficult French philosopher Jacques Derrida, whose emphasis on "deconstructing" meaning has found many followers in fashionable parts of the academic world but few, as yet, in boardrooms.

But Baxter says his clients are fascinated rather than frightened by Derrida's ideas: "It is all about exploring areas at work which are not normally legitimised. It is helping an organisation realise that you cannot just impose male, Wasp (white, Anglo-Saxon Protestant) values in all your business dealings, for example. It is not just about political correctness, it is about how to allow other values to emerge."

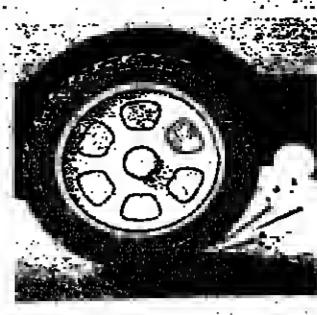
"Businessmen and women have a very practical reaction: if this is post-modernism at work, then we could do with more of it. They come to understand that we are not actually uncovering meaning in the world but we are making meaning in a messy, turbulent environment."

But there are those who remain sceptical. Clive Fletcher, head of psychology at Goldsmiths College, London, sees the flourishing of extravagant theories, as evidence of the insecurity felt by today's business world.

"There has been savage social and economic pressure over recent years. Many managers are now doing the jobs of two or three people. There is a desperate search for something to hold on to, a way of making sense of the world. But there is not going to be a single management style for the year 2000. There is no simple answer."

"There is emphasis on innovation, but people only innovate from a basis of psychological security. There is lip-service paid to the 'long-term view' but all the pressures are against strategic and visionary thinking. Businesses still have to live in a world interested in immediate results."

"There is a big gap between what is being said and what can be done. And what about those self-help manuals, the surging prose encouraging us to shed our anxieties and embrace the new world with a vigour we scarcely knew we possessed, the cerebral attempts to impart us with a new-found wisdom?" Fletcher is unimpressed. "Everyone in training and development has a vested interest in saying: 'Yes, you can re-invent yourself'. But the evidence is that, beyond the age of 25, your core personality attributes remain remarkably similar. We simply do not change and develop as much as we would like to think."



FAST TRACK TecnoLogistica

When two Italian venture capitalists set about building a warehouse and distribution company they decided to think big. They suspected that volume would bring rewards in Italy's fragmented and under-developed market for integrated logistics services.

Fabio Sattin's Chase-Gemina Italia Directional Fund and Paolo Colonna's Schroder Venture Holdings set up a holding company called GLE in early 1992 after buying Astra and SLL, two warehousing companies in the Milan area. By the end of last year their group, renamed TecnoLogistica, comprised 28 companies and had become Italy's leading contract logistics company with a quarter of the outsourcing market and estimated 1995 turnover of L500bn (£210m).

TecnoLogistica believes that in winning warehouse and distribution business from large retailers in service industries, it has barely scratched the surface and is aiming at 15 per cent growth in sales a year. "We wanted to find an interesting market and approach it in a creative way," says Sattin. "The logistics sector was growing and companies wanted to contract out so as to concentrate on core activities."

Pirelli, the tyres and cables manufacturer, did this in December 1992 by selling to the newly established TecnoLogistica its Entrasperta logistics activities and by taking a third of the equity.

At this point Alessandro Degiorgi, aged 55, was recruited as chairman from a subsidiary. Pirelli was selling in Germany. "Two things attracted me - creating one company out of many with varied control systems and convincing customers to outsource."

Last June, TecnoLogistica, based at San Giuliano Milanese on the outskirts of Milan, notched up its 26th scalp by taking 51 per cent control of Domenechelli, a trucks company with the receivers. Sales grew from L270bn in 1993 to L391bn in 1994 with about 60 per cent of the growth generated by acquisitions and the rest from new clients. The same pattern was repeated in 1995. But Degiorgi expects new orders to lead the way shortly.

TecnoLogistica estimates that 30 per cent of logistics services in the UK are contracted out, compared with only 12 per cent in Italy. "Companies are too small to offer what customers need in terms of adequate insurance, security and information on the flow of goods," says Degiorgi. "It sounds illogical but I should welcome a big competitor to create more demand."

Multinationals are not tempted to cover the whole of Italy because demand is concentrated north of Florence. Degiorgi estimates Italy's outsourcing market in logistics will grow from the current L2,000bn to L5,000bn over the next five years. He is targeting big retailers whose warehouses, he says, are too numerous and too small and who could save about 20 per cent of costs by outsourcing.

Degiorgi wants to add a dry goods division to an armoury that is strong in electronics and especially healthy in the automotive industry which accounts for a third of turnover. He expects further acquisitions and a gradual merger of subsidiaries to prepare TecnoLogistica for a stock market listing within three or four years.

John Simkins

Exercised by etiquette in the gym

It was first thing in the morning and I was not looking my best. I was wearing a perished swimming costume and my hair was squeezed into a tight red cap. A few feet away was one of the FT's most respected columnists. He was not looking his best, either. "Hello", I said averting my eyes from his tiny swimming trunks and from his belly which was sticking out over the top of them.

Most people can cope with their colleagues in the familiar surroundings of the office. Men and women and seniors and juniors have all learnt how to exchange pleasantries by the coffee machine. But put the same people in the gym, take their clothes off, bathe them in sweat and it is a different story altogether.

The gym presents a serious problem of workplace etiquette. Many big companies such as the FT - have corporate memberships at local sports clubs, while others have gyms of their own. Gyms are peculiarly egalitarian places: you are just as likely to find yourself next

to the chief executive on the step machine as to the office messenger. The usual hierarchy is gone, but in its place is an alternative one in which the fit lord it over those who look close to a coronary after two minutes on the exercise bike. It is all thoroughly embarrassing. What are you meant to do when you see your boss purple in the face, sweating away on the treadmill? Ignore him, or bounce up and say Hi!

For swimmers there is salvation. At least half the people in the pool are partially sighted - either because their goggles have steamed up or because they have left their glasses by the side - so it is quite acceptable for the other half to pretend to be blind too.

In the gym (or so I am told by acquaintances who use it) the problem is worse, especially for women. Most women's gym clothes are entirely unsuitable: what is the point of going to all that trouble to dress professionally at work if you are then to parade yourself in scanty crimson Spandex?



Lucy Kellaway

Then there is the difficulty of choosing suitable reading matter to pass the time as you work away on the machines. Is it all right to be spotted reading Hello! if your colleagues seem to be diligently sweating up on a report or reading the FT?

The gym also introduces an unwelcome new area of competition into office life. Beware those colleagues who surreptitiously race you in the swimming pool, or who gloat over the fact that you are only on stage one of the Stairmaster.

One answer is to stop going to the gym. Failing that, keep your eyes straight ahead of you, think of Princess Diana and be thankful for small mercies. At least no one is trying to take your picture.

office. My husband has done something which I cannot condone, that is clearly against the public interest and may also be in contravention of local regulations.

He has installed an enormous silver satellite dish on the back of our house. He has offended against every management technique in the book: there was no consultation, let alone any attempt to reach a consensus. No meetings, no nothing. After the event there was no grievance procedure, no mechanism for dealing with complaints.

Reluctantly, I am forced to blow the whistle on him. If anyone is reading this in the conservation department at the local town hall, take note: the dish is visible from the street. Now I need protection. He is threatening retaliation, but so far all he has come up with is an illegal bonfire I had in the garden.

Last Thursday (February 29) we all worked for nothing. Luckily this

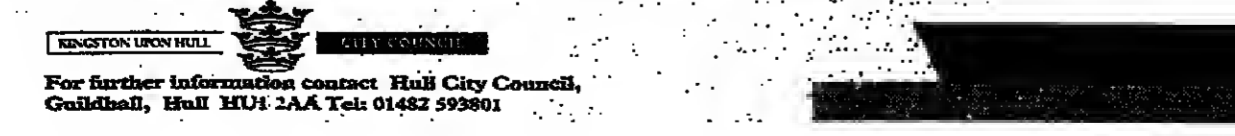
demoralising thought did not occur to me until the end of the day when I saw a fax from the union MSF urging all employers to give the £30 they had allegedly saved to a national training fund.

Why is it that labour has not managed to get an extra return on leap day? Capital has done it: the banks are charging interest for 366 days this year. If I were a member of MSF I would rather that my union dropped its fanciful suggestions and went back to the old fashioned - though in this case justified - task of getting more money for the workers.

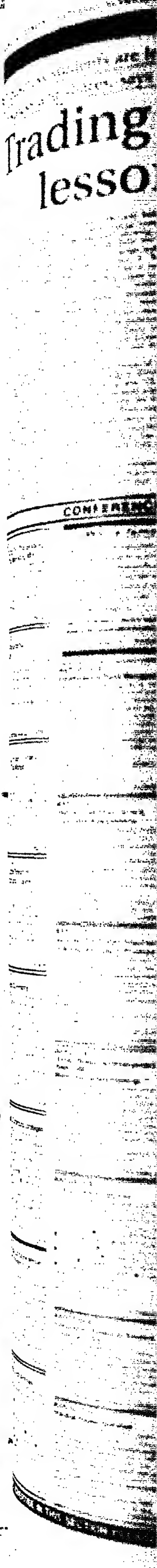
ABB AB, ABB AC. These configurations of letters are the new names that have been chosen for respectively Asea and Brown Boveri. I could have sworn that they were two more of those tantalising brain teaser sequences that we have been running in our Mastering Management series on Fridays.

HULL - a city that means business....

- * Dynamic location of excellence for industry and commerce
- * A Unitary Authority committed to working in partnership with industry
- * The fastest regular daily roll-on/roll-off crossing of the North Sea



For further information contact Hull City Council, Guildhall, Hull HU1 2AA Tel: 01482 593801



BUSINESS EDUCATION

MIT business students are learning how to deal in stocks and shares, says Victoria Griffith

Trading floor lessons

It's Thursday night, and the Massachusetts Institute of Technology's (MIT) MBA students are hard at work on the trading floor. Traders shout across desks and speak in hurried tones into their telephone handsets while stock prices flash on computer screens.

The students are not moonlighting as after-hours Wall Street dealers. The facility they are using is the new \$3m (£1.9m) trading floor at MIT's Sloan School of Management.

the space looks and feels like any modern trading room.

On one wall, glowing green symbols from both the New York Stock Exchange and Nasdaq race across a board. Another wall has a row of clocks recording times in London, Tokyo and Cambridge, Massachusetts. Computers are hooked up to live feeds for price and volume data on 300,000 financial instruments in 28 markets.

"There are a couple of other simulated trading floors at MBA schools in the US, but this is by far the most sophisticated, and the only one with a live feed," says Paul Asquith, senior associate dean at the school.

The space was designed by Dyer-Brown & Associates, architects who have built sim-

ilar facilities for financial firms around the world.

The room was pulled together through equipment donated by suppliers, says Asquith. "I drew the line at cherry [wood] desks, though. After all, these are students. We thought Formica would do."

The Sloan School hopes the trading floor will strengthen the ties between the financial markets and academia. To answer questions about how markets work, academics have in the past had to rely on financial firms to furnish the relevant information.

Theories on how fast traders react to news, for example, could only be tested after researchers obtained data from the exchanges. The live feed in the MIT trading room means theories can be tested far more quickly with first-hand data.

The ability to test trading theories is key for MIT students, many of whom are des-



Students at MIT practice for the days when they are Wall Street traders

trained for the financial markets. The Sloan School has become known as a gold mine of students armed with sophisticated new trading strategies.

Besides using the room to test esoteric trading techniques, students say the floor gives them some practical experience that will be valuable during summer work in commercial organisations and after graduation.

need on Reuters will impress employers," says Rahoy. According to Asquith, a number of Wall Street firms are already talking about visiting the trading floor to see what the students are working on.

NEWS FROM CAMPUS

Schools vie for multinationals

Multinational companies which want to employ MBA graduates look equally to European schools and US ones, according to a breakdown of figures from the latest MBA Career Guide.

The school has named one of its city centre buildings the Gleacher Centre. University of Chicago: US, 312 702 9232

Gifts galore from Chicago to UK

The graduate school of business at the University of Chicago has received its largest gift - a \$18m (£9.7m) donation from former MBA student Eric Gleacher.

Gleacher, whose investment bank was acquired in 1995 by the UK's

Managers positive over career prospects

Managers are having to do more work with fewer resources, according to the latest findings on management development from the Ashridge Management Research Group.

Managers are having to do more work with fewer resources, according to the latest findings on management development from the Ashridge Management Research Group.

Financial wizards for Oxford and Paris

Oxford University's school of management studies has appointed a deputy director to take special responsibility for executive education.

CONFERENCES & EXHIBITIONS

MARCH 6 Hard Hitting PR - The Missing Link in The Marketing Mix

MARCH 7-8 Winning Development Bank Bids

MARCH 8 UK Housing Finance - Policy, Lending & The Market

MARCH 13-14 Kognin's Call Centre/Teleshopping

MARCH 13-14 Retail Week Conference

MARCH 14 Successful Turnaround Strategies

MARCH 18 The Foreign Exchange Market: Surviving the Revolution

MARCH 19-21 Corporate Credit Analysis

MARCH 21-22 Investment Climate in Eastern Europe and FSU

MARCH 21-22 Technical Project Appraisal

We're famous for our facilities. Many renowned organisations choose the BIC for conferences and exhibitions.

MARCH 16/18 Introduction to Fund Management

MARCH 19 International Short-term & Commodity Assignments

MARCH 19 Seminar For British Importers of Moroccan Quality Produce

MARCH 19-21 Human Resources Development Week 1996

MARCH 20 & 21 FX & Currency Options

MARCH 21 & 22 Dependence Modelling & Risk Management

MARCH 21-22 Strategies & Techniques for Business Continuity Planning

MARCH 21-22 Financial Times International Derivatives Week Annual Derivatives Conference and Exhibition

JUNE 10-14 FIA/FOA International Derivatives Week Annual Derivatives Conference and Exhibition

BUSINESS EDUCATION

The Oxford ADVANCED MANAGEMENT PROGRAMME. Setting the Standard for Success. Europe's most senior executive programme, AMP has empowered a generation of business leaders through its fusion of two outstanding intellectual traditions - the Harvard case history and the Oxford tutorial.

Arthur D. Little School of Management. The one place in the world where you can earn a graduate management degree from a major consultancy.

THE internationally ACCLAIMED MBA. The Manchester MBA is acclaimed worldwide for its practical hands on project-led approach and global exchange programme.

TO ADVERTISE IN THIS SECTION PLEASE CALL LUCY BATIZOVSKY ON 0171-873 5507

SPORT / ARCHITECTURE

Showjumping's fall from grace

Keith Wheatley finds sponsors following a departed TV audience

The British Show Jumping Association has just published its list of owners' winnings for 1995. Everest, a company that has dominated showjumping in Britain for nearly 30 years, was in eighth place with £97,502.

That doesn't sound like much money, and obviously the same thought occurred in Everest's boardroom, for it has lost its sponsorship of a sport that seems to be in rapid decline in Britain.

Top of the earnings list was Michael Whitaker, with £232,648. That sounds a fair amount of money, but looks less if you study the earnings figures in other sports.

Two good tournament performances on the European tour would not get a golfer that kind of sum, and he only travels with a caddy. An international showjumping rider must take to the road with a vast lorry, a string of horses eating their heads off, and several grooms.

Top showjumping stars Michael Whitaker and his brother, John, as well as David Broome, have recently lamented the sad reality that, to stay solvent, a British rider must now spend the biggest part of the season competing in continental Europe.

Indeed, the remaining fans are becoming vociferous. The letters page of the latest edition of the magazine British Horsemanship, sent to 85,000 members of the British Horse Society, contains an anguished plea from a Midlands reader asking the BHS to intercede with the BBC and get more horse sports back on television.

"First it was Horse of the Year Show, then less and less racing coverage, and now Olympia. I am worried that Badminton and Burghley [horse trials] will be next," wrote Karen Wright of Kings Norton. Last year's annual pre-Christmas show at Olympia in London had the strongest international field of competitors for some years, and was a sell-out in the grandstands, but the cameras stayed away.



John Whitaker on Milton: television is a paradise lost for showjumping

Not since the pugnacious Harvey Smith has there been a rider of such fame. Of course, the popularity of various sports on television fluctuates.

A decade ago, snooker clocked up massive ratings, but has since slumped. Yet that, too, reflects malaise. Young men now seem to opt for the smaller and simpler pool table.

This is certainly not the case with equestrian sports generally. Whether one looks at busy pony club gyckanas or the magazine racks at W. H. Smith, there is plenty of evidence that horse activities have never been more popular.

Radicals such as Peter Lewis, a Kent breeder of showjumpers and dressage horses, believe that showjumping's format is dull and stale. He makes the point that if Lindford Christie and other sprinters were to run alone down a track and have their times compared in order to find a winner, the 100 metre sprint would not be the blunderbuss event of international athletics.

Lewis has formed a company, called Revolution Show Jumping, to promote a new form of competition. Two horses enter the arena together and then peel off to either side to jump an identical sequence of electronically controlled jumps, before coming back together to race down the centre lane to a chequered-flag finish.

Traditionalist opponents of the scheme have sneered at it as "Gladiators on horseback" - a reference to the course, jargon, but hugely popular TV show that dominates the ratings both in Britain and the US.

"If any horse event could get half the audience of Gladiators, then as a sport we wouldn't be in this mess," says Lewis, who has sold his farm in order to invest £100,000 in Revolution Show Jumping.

He says: "I know the traditionalists in the equestrian hierarchy will oppose it. That's why I'm ignoring them and going out and talking to television producers in Japan and Germany, where they seem to be interested."

Cambridge colleges, untouched by recession, continue to build for books as well as students. Newnham has added a vaulted room for rare books by Joanna Van Heyningen. St John's acquired new library space in a highly sensitive spot opposite the chapel where Edward Cullinan designed a successful and pleasing building.

It has a remarkably spacious site and during 500 years has grown around its chapel and cloisters while keeping a cease of amplitude. Where to site the new library was a delicate decision, but the college had the

buildings that were added in the 1930s and 1930s by the architect Morely Horder. The underrated Horder worked on private houses as well as commercial or public buildings.

The library cost only £2.1m (£3.2m), including lavender blue carpet and all purpose-made furniture of elegant stained American ash. The college must be proud of such a sympathetic addition at such a reasonable price. It also fits brilliantly with the Horder Chapel Court buildings. You enter via a rotunda, and take the stairs to the first floor reading room. The circulation works well. But the giant arched windows are slightly inhumane. They allow ample light into the library but do not quite blind.

This is a highly pleasing library for the undergraduates. It has an atmosphere conducive to contemplation, quiet and cool in its palette, using as much natural daylight as possible.

Evans and Shalev make the plans of their buildings work well. Within a tight budget they have produced double height spaces and a rotunda reading space that is inspirational. This quiet, very English extension to the ancient college is already much appreciated.

It is a tranquil and modest triumph.

Cambridge gains an inspired library

Simplicity and use of natural light enhance the addition to Jesus College, writes Colin Amery

Some of the greatest rooms of the world are libraries. You only need think of the library by Sir Christopher Wren at Trinity College, Cambridge; or the Codrington Library at All Souls' College, Oxford; or Nicholas Hawksmoor to be transported into rooms of such dignity and refinement they seem to imply intellectual discipline as well as architectural order.

The Long Room at Trinity College, Dublin, sends the mind on a perambulation among volumes and columns designed to inspire elegant and humane presences, albeit in marble: dual benefactors gain from their association with solemn busts of Plato, Anacreon and Isaac Newton.

Today, no huts look down in the newer libraries in the older universities - but colleges still aspire to make their new libraries rooms of immense distinction.

Cambridge colleges, untouched by recession, continue to build for books as well as students. Newnham has added a vaulted room for rare books by Joanna Van Heyningen. St John's acquired new library space in a highly sensitive spot opposite the chapel where Edward Cullinan designed a successful and pleasing building.

It has a remarkably spacious site and during 500 years has grown around its chapel and cloisters while keeping a cease of amplitude. Where to site the new library was a delicate decision, but the college had the

buildings that were added in the 1930s and 1930s by the architect Morely Horder. The underrated Horder worked on private houses as well as commercial or public buildings.

The library cost only £2.1m (£3.2m), including lavender blue carpet and all purpose-made furniture of elegant stained American ash. The college must be proud of such a sympathetic addition at such a reasonable price. It also fits brilliantly with the Horder Chapel Court buildings. You enter via a rotunda, and take the stairs to the first floor reading room. The circulation works well. But the giant arched windows are slightly inhumane. They allow ample light into the library but do not quite blind.

This is a highly pleasing library for the undergraduates. It has an atmosphere conducive to contemplation, quiet and cool in its palette, using as much natural daylight as possible.

Evans and Shalev make the plans of their buildings work well. Within a tight budget they have produced double height spaces and a rotunda reading space that is inspirational. This quiet, very English extension to the ancient college is already much appreciated.

Evans and Shalev are a successful practice. They have recently created two of the most successful smaller public buildings - the Truro Law Courts and the Tate Gallery of the West at Saint Ives. These have much in common with the library at Jesus College.

The planning of the law courts, of public and secure space, makes for a highly accessible but contemporary building. The library has just those qualities.

The brief required space for 125 readers and 40,000 books. Computer terminals and electronic technology were assumed. As in the older, agreeable college libraries, the decision was to have room for reading among the books. That ruled out stacks and readers confined to the perimeter. The competition rules were that seats, mass, and materials should relate closely to the existing college.

The architects chose as their source and inspiration the

buildings that were added in the 1930s and 1930s by the architect Morely Horder. The underrated Horder worked on private houses as well as commercial or public buildings.

The library cost only £2.1m (£3.2m), including lavender blue carpet and all purpose-made furniture of elegant stained American ash. The college must be proud of such a sympathetic addition at such a reasonable price. It also fits brilliantly with the Horder Chapel Court buildings. You enter via a rotunda, and take the stairs to the first floor reading room. The circulation works well. But the giant arched windows are slightly inhumane. They allow ample light into the library but do not quite blind.

This is a highly pleasing library for the undergraduates. It has an atmosphere conducive to contemplation, quiet and cool in its palette, using as much natural daylight as possible.

Evans and Shalev make the plans of their buildings work well. Within a tight budget they have produced double height spaces and a rotunda reading space that is inspirational. This quiet, very English extension to the ancient college is already much appreciated.

It is a tranquil and modest triumph.

CONFERENCES & EXHIBITIONS

JUNE 24 The FX Market: Trends in profitability and liquidity. London. Contact: Debra Hilditch, International Convention Centre, Birmingham. Tel: 0121 663 0111 Fax: 0121 683 4260

SEPTEMBER 10 UK University/Industry Materials Research Exchange. A one-day symposium to talk to UK Universities, and to find out what materials research they are carrying out. Birmingham. Contact: Mrs Beth Hilditch, International Convention Centre, Birmingham. Tel: 0121 663 0111 Fax: 0121 683 4260

MARCH 12-15 SALMED - International Trade Fair of Medical Equipment. Intermas - International Trade Fair of Textile, Clothes and Shoe Making Machines. Poland. Contact: Poman International Fair Ltd. Gdynia 45-14 739 Pwonia, Poland. Tel: +48 51 720 21 Fax: +48 51 720 21

MARCH 19-21 European Banking & Finance Forum 96. Prague. Contact: Eva Hartigan, Management Group Europe, Brussels. Tel: +32 2 543 54 00 Fax: +32 2 543 54 00

MAY 30-31 The Knowledge Challenge Conference. Brussels. Contact: Eva Hartigan, Management Group Europe, Brussels. Tel: +32 2 543 54 00 Fax: +32 2 543 54 00

TO ADVERTISE IN THIS SECTION PLEASE CALL LUCY BATIZOVSKY ON 0171-873-3507

Table with columns for company names and financial data. Includes entries like '12 month', '13 month', '14 month'.

Next an opportunity to meet with the... The Top Opportunities Section. For senior management positions. For information call: Will Thomas +44 0171 873 3779

APPOINTMENTS ADVERTISING. Appears in the UK edition every Wednesday & Thursday and in the International edition every Friday. For information on advertising in this section please call: Toby Finden-Crofts on +44 0171 873 3458

LesEchos advertisement. The FT can help you reach additional business readers in France. Our link with the French business newspaper, LesEchos, gives you a unique recruitment advertising opportunity to capitalise on the FT's European readership and to target the French business world.

THE WEEK AHEAD

DIVIDEND & INTEREST PAYMENTS

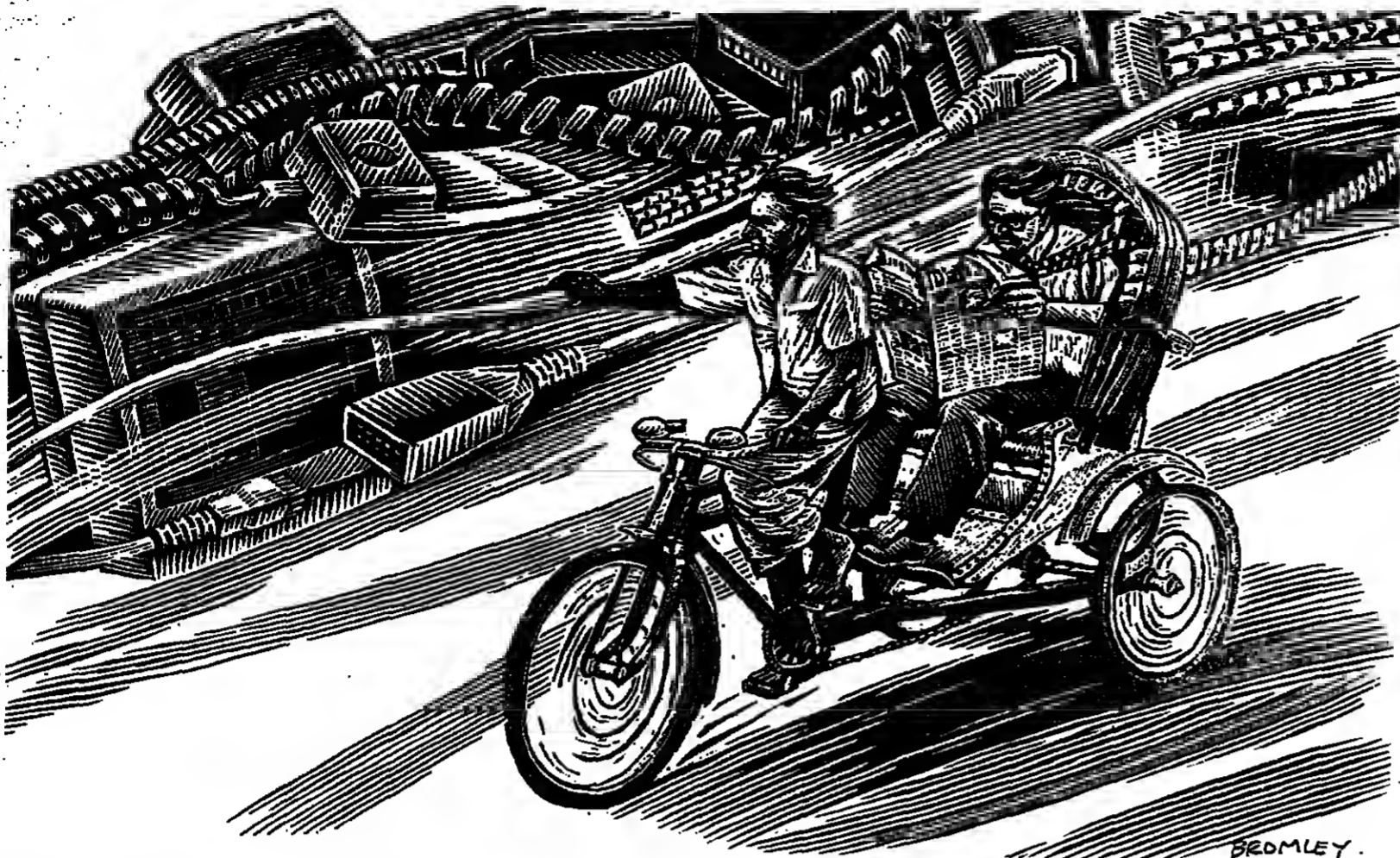
Table listing dividend and interest payments for various companies and funds. Includes entries like 'TODAY', 'TOMORROW', 'WEDNESDAY MARCH 6', 'THURSDAY MARCH 7'.

UK COMPANIES

Table listing UK companies and their financial data. Includes entries like 'TODAY COMPANY MEETINGS', 'TOMORROW COMPANY MEETINGS', 'WEDNESDAY MARCH 6 BOARD MEETINGS', 'THURSDAY MARCH 7 COMPANY MEETINGS'.



MEDIA FEATURES



A rickshaw on the infobahn

Bengalis are downloading e-mail from Net to newspaper, writes Martin Mulligan

How can Bangladeshis enter the global village of computer networking without computers? Answer, a curious partnership between electronic and steam-age media in Dhaka, Bangladesh's capital, serves - for the present - as a stop-gap. The Daily Star, an English language newspaper notable for its conservative design, now features a weekly page called "Live from the Internet". Bengalis, famous for their rickshaw driving, are diverting infobahn traffic on to the slip roads of print technology. The manifesto that heads the page spells out the idea. "The articles or posts - to use Internet parlance - published in this page come from the Bangladesh Internet news group called *soc.culture.bangla-*

des... In this newsgroup, Internet users from around the world, mostly Bangladeshis, discuss issues relevant to Bangladesh... The Daily Star reprints these posts verbatim (complete with English language errors) - just as they would appear on your computer screen. The page carries a disclaimer stressing that the Internet "is free from all sorts of censorship and restrictions. It is truly a people's forum" - thus nervously absolving the newspaper of responsibility for the opinions expressed. The Daily Star e-mails replies from readers back to *soc.culture.bangladesh* - and so the dialogue continues: an intriguing collaboration between an elite technology and a mass-market one. The choice of items is

designed to avoid upsetting different cultural groups. But the page can still be disquieting. A recent correspondence, headlined "The Human Laboratory: Who Cares if a Third World Woman Dies?", concerned a birth control study involving surgical implants for women in the slums of Dhaka. The same page carried other e-mail from Finland, Japan and Australia. Bangladesh is one of two countries in south Asia without a full Internet connection (the other is Bhutan). It is among the world's dozen poorest countries, with a population of 120m and an official literacy rate of less than 30 per cent. Although annual GDP per capita has risen to an estimated \$206 (£153), average wealth of the typical Bangladeshi has fallen because of wid-

ening inequality of income distribution. While the growth of newspapers in Bangladesh has been startling - there are nearly 1,500 registered newspapers and magazines - computer literacy is scarce in a country experiencing an information famine. Bangladesh has just six commercial Net e-mail providers: an electronic bulletin board system; and the Net news group *soc.culture.bangladesh* (a news group that is fairly humming in the wake of the country's recent election). The e-mail providers must make expensive long-distance telephone connections each day to a Net host outside Bangladesh, solely to download and upload e-mail. Bengali-language home pages and Islam-related discus-

sion groups on the Net are still at an experimental stage, although pioneering efforts are afoot, notably at the Ford Foundation. Some see The Daily Star's page as heralding the dawn of much wider Net awareness in Bangladesh. Others see it as pitiable hitchhiking on the global infobahn highway. What everyone agrees is that the map of the world has been unthinkingly redrawn by computers. On that map, north America and Europe are hot zones with high per capita computer ownership, while the developing nations tend to be cold. But linking the Net to a mass-market non-computer medium, such as Dhaka's Daily Star, will at least raise Bangladesh's technological temperature by a few degrees.

Tim Jackson

Surest way to kill a bug is by spotlight



"Good morning, Nissan hot-line." "Oh, at last. I wonder if you could help me. I've got this terrible problem with the new hatchback I bought from you last week. Whenever I tune the radio to FM and switch the wipers on, I can't open the driver's window."

"Why not?" "Because if I do, the engine cuts out and the brakes fail."

"One moment, sir, I'll look for information on the problem in our technical support database."

"Ten minutes of Chopin."

"Ah, yes. I'm pleased to tell you that's a known problem. We'll be rectifying it in the new model next September. Our advice to customers is to avoid opening windows while operating the wipers. Thank you for calling Nissan."

As far as I know, no customer of Nissan has ever had such a telephone conversation. Transpose the details to the PC industry, however, and the experience is wearisomely familiar. Sooner or later, every serious computer user discovers some big problem with a software package; often, it takes hours on the maker's support line to discover the flaw lies in the design of the software itself.

Fear of the reason is the principle of backward compatibility. To achieve their present market dominance, Intel and Microsoft have long followed a policy of making sure new products can run the software written for older ones. That is sound commercial sense, in design terms, however. It has imposed bizarre constraints which make today's standard PC hard to use.

It is no coincidence that Apple machines and their software are simpler, and that the latest reliability survey in the US showed Macintosh customers more satisfied than

any other owners. But software houses cannot blame all their product problems on operating systems and microprocessors. Too many applications are hastily conceived, and market pressures encourage companies to release products containing so many flaws that they would never pass muster in any other industry.

Software houses can get away with this as they do not have to take full responsibility. Users who cannot get a program working often wrongly blame themselves first. Those experienced enough to realise the program may be at fault can spend frustrating, sometimes expensive, hours calling technical help lines, and all because the design wasn't right first time.

To be fair, times are changing. Microsoft, once the industry's biggest sinner, now bills its divisions for the cost of supporting their products - giving them at least some reason to make packages more intuitive. The company spent millions of dollars on a vast outsourcing contract for its Windows 95 operating system, in which a handful of big computer companies were given the job of supporting users. Its latest products contain TipWizards - mini-programs that track what users are up to, and offer advice on how to do it better.

A more powerful force for change, however, may be a case that came before the New York Supreme Court a few weeks ago. Three owners of leading Edge PCs sued the machines' maker for failing to provide technical support promised in the warranty. If software users begin to take the same robust line - and courts to award class-action damages against companies that ship bug-ridden products - dozens of large software houses might suddenly take reliability more seriously.

Yet there is much that could still be done. One option, already taken by Microsoft, is to make avail-

able on the Net a database of technical questions and answers. Many companies already have such databases, because their products are too complex for hourly paid support staff to know inside out.

A good example can be seen at Netcom, the troubled US Internet service provider. Netcom posts questions and answers on its Web site, and it sorts them according to popularity so that customers can see the burning issues of the day, and can save time by reading the answers and applying them before they encounter the problem.

Yet with larger programs, there are limits to what can be achieved by putting information online. I have used Microsoft's Knowledge Base to solve problems with Word - and both times the database's search engine failed to find the answer.

What is needed is a radical change to the industry's approach to the bugs. Instead of hiding their flaws, software companies ought to see that it is in their long-term interests to list them publicly. Consumers know that a program occupying millions of lines of code is unlikely to be perfect; if they can look through a list of known bugs before wasting time trying to run something that can never work, they will be grateful.

There is a better response: write software that works and is truly easy to use. Examples covered in this column include PCN, the advertising-based news network, and AlphaBox, the miniaturised suite of programs for Windows 95. The best case, however, is Intuit's QuickBooks for Windows. My experience is that this program is as comprehensible as any accounting package can be. When problems come up, the company has a support line where calls are picked up by real people who understand both PCs and accounts. It is sad that this should be so rare.

Tim Jackson pobax.com

Hyperfiction reader delights in a plot that never thickens

Victoria Griffith unravels the tangled threads of Patchwork Girl

The word "graveyard" catches my eye and I click on it. "I am buried here," reads the text on my computer. I click on the word "buried" to see what lies underneath and up comes a headstone with the inscription: "Here lies a head, trunk, arm - may they rest in peace (sic)." I am browsing through Patchwork Girl, a recent addition to the slowly expanding volume of narratives called "hyperfiction". Hyperfiction is written to interact with the reader. The text is composed in layers, meaning that the words have blocks of text behind them. Readers are supposed to absorb the story in any order that catches their fancy. One hyperfiction writer defines it as "chunks of text joined by electronic links". Hyperfiction authors - a small band of academic types - believe their work will save the written word in the world of multimedia. They hope the low overheads of publishing on the Net will allow them to reach their public at low cost.

"Literary fiction is dying," says Stuart Moulthrop, a hyperfiction author. "No one reads any more. To save the written word, we have to use the Net to access niche audiences." Hyperfiction emerged as an art form in the late 1980s. "One day, when I was writing, I realised that the paragraphs didn't have to be exactly in that order," says Michael Joyce, an English professor at Vassar College and early hyperfiction author. "I began to conceive the idea of a more fluid text, which could be read in many different ways." A main industry was born. The software company Eastgate Systems was formed in 1988 to publish hyperfiction on computer disks, and now has 26 titles. Yet despite the grandiose dreams of hyperfiction writers, many feel it will be a short-lived art form. Analysts point out that the World Wide Web and other multimedia vehicles are moving away from text, towards moving images and video.

Hyperfiction also faces intrinsic difficulties. While poetry or descriptive narrative adapt well to an interactive style, it is nearly impossible to present sophisticated plot-oriented stories via hypertext. "I was recently asked to do a demonstration of how a plot-oriented story could fit into hyperfiction," says Moulthrop. "And I was damned if I could come up with anything that worked." Some critics believe hyperfiction is too chaotic and difficult to get through. Reading text on screen is notoriously tiring, and the computer can sometimes get in the way of the story. Browsing in Patchwork Girl, I sometimes encountered a screen that said: "Storyspace has encountered an unexpected situation." Yet hyperfiction advocates believe the form has not fully realised its potential. Eastgate's publications are available on floppy disk only, rather than in compact disk form, which would allow for

more imaginative presentations. A true hyperfiction novel, say authors, would use the very look of the words themselves - the colour and height of the letters, for example - to convey meaning. Hypertext authors dream of being able to present their stories one day in three-dimensional form. German artist Jeffrey Shaw has already experimented with three-dimensional text with a virtual reality simulation that replaced the buildings of a city block in Manhattan with letters of the same size. Readers bicycled through the textual landscape, absorbing the feel and look, as well as the literal meaning, of the words. The longer-term success of hyperfiction on the Internet, however, may be determined by the willingness of cyberstufers to read, rather than to absorb images. "It seems to me that the Internet is looking increasingly like television," says Moulthrop. "I fear that one day text will be shoved permanently off the screen."

Cyber sightings
A massive effort dedicated to wiring each of the 13,000 schools in the state of California to the Internet takes place on Saturday, March 9 - Net Day '96 (www.netday96.com). Sponsors, along with representatives of local high-tech companies and President Bill Clinton, are encouraged to contribute to costs or to help in the actual wiring up. There are now more than 11,000 volunteers and 640 corporate sponsors. A fine example of translating a virtual vision into direct action.
One of the glitziest and most ambitious Web sites was launched last week when Disney set up its virtual theme park at www.disney.com, with information covering the whole range of the entertainment giant's activities. The highly active site includes

games, sound, and video clips. It has almost become my six-year-old's screen saver and is worth a look to see how huge resources can shape a site.
Meanwhile, if you're planning a holiday visit to the real-life Disneyland, the 1996 California Bed & Breakfast Guide is available on the Web (www.innaccess.com) with searchable details of more than 800 vacation spots and stopover locations on the west coast. Very nice.
Stock Data Corporation (<http://stockdata.inter.net/stockdata>) provides price and volume information for stocks and indices tracked on three US exchanges. A downloadable demo is available.
America's Employers (www.americasemployers.com) describes itself as "the job seeker's home on the Internet" and is a good source of material if changing your career. Interesting and useful information. In the UK, Reed Personnel Services has links to other recruitment sites, for example www.jobsite.co.uk for IT, engineering and accountancy; or www.worknet.co.uk

for banking, law and management.
Independent inventors and designers might find the Intellectual Property Creators' Site (www.best.com/ipc) interesting. It has about 50 pages of information on patents, copyright and design protection. Current, easy to browse data.
For DIY-ers, the Polycell Products site (www.polycell.co.uk) has decorating tips and more than you probably ever wanted to know about wallpaper. You can win vouchers by sending them your own DIY tip. Better than actually painting the ceiling.
International Financial Network (www.world-investments.com) is a source for information on real estate, investment and business opportunities; primarily in the US and Canada, but also expanding to include the rest of the world. In its early stages, but another quick-click listings option.
Technoland by Flanders Technology International (www.flanders-technology.be) is a guide to the seven-day technology trade fair and con-

vention in Belgium starting April 15. Covers housing, working, production, communication and other areas.
Details of the 66th International Motor Show, to be held in Geneva from March 7 to March 17, are at www.ville-ge.ch/give/guid/evemennt/autos/autoc.htm, including info on the car-a-day lottery prizes. Interesting stuff. French and English versions available.
Finally, www.sl.co.uk/jettype has news of the sale of Jackie Stewart's former 1961 3.8 series 1 E-type Jaguar. Find out about the car and, if you're interested in buying it (price in the region of £40,000), you can e-mail the owner your number and he'll contact you.
steve@mgpook.demon.co.uk
Financial Times on the World Wide Web
www.ft.com
or
www.usa.ft.com
Updated daily

What shape is your business in?

New more than ever, successful organisations are the ones that can integrate all of their component parts. They move more swiftly. They're more adept at capturing new opportunities. Andersen Consulting works with the world's largest, most successful organisations, helping them reach new performance levels by aligning their people, processes and technology with their business strategy. Using this holistic approach, we'll help reshape your enterprise to make the most of all your strengths.

Because in a market swimming with predatory forces, that's what it takes to come out on top.

ANDERSEN CONSULTING

BUSINESS TRAVEL

Aim to accommodate

The world's leaders come in all shapes and sizes, and have different likes and dislikes - just like well-heeled business travellers. So the latter may care to imitate the former, and make increasingly stringent demands of the hotels in which they stay.

Last week one of Thailand's top hotels arranged a giant-sized bed for Helmut Kohl, the bulky German chancellor, and sanitised the Sultan of Brunei's suite to keep it pollen-free. The chancellor and the sultan were among those attending the

Asia-Europe summit in Bangkok. In all, the leaders of 25 countries had their most intimate wishes catered to. Bangkok's Oriental hotel, by the Chao Phraya river, ensured that Kohl had plenty of room to stretch in bed. "We have had to expand his bed in length and width after getting confirmation he is exceptionally tall and big," a member of the hotel's staff was quoted as saying by a security source. "We rushed to accommodate him so as not to compromise Thailand's image."

Security sources added that the Oriental had decked its suites with bouquets of fresh orchids and other exotic Thai flowers. But it used artificial

biocome for the Sultan of Brunei. Pollen makes him sneeze. Another tip from the top: Thai love visitors who order Thai wine. At one of the summit's dinners, Chateau de Lohé wine, from Thailand's north-eastern Loei province, was served instead of imported French stuff.

Passenger numbers up
Poland's state-owned airline Lot says it carried 1.24m passengers last year, 200,000 more on foreign flights than in 1994, and 40,000 more on domestic routes. Its passenger flight had a load factor of 69.5 per cent last year, marginally up on the year before.

Meningitis warning

At least 233 people have died from meningitis in Niger since January, the government said last week. Meningitis is the deadliest of four recent epidemics that have killed about 15,000 people in neighbouring Nigeria. Outbreaks of cholera, measles and diarrhoea have also been reported in several countries of the Sahel region, the arid belt on the southern fringe of the Sahara.

The Niger health ministry said most of the deaths were in southern Gaya region, near Nigeria, whose own

government said it was grappling with multiple epidemics, mainly in the northern Kano state.

Fury at crash record
Anger is growing in Peru over what is seen as a lack of air safety in a country which has suffered a string of aviation tragedies. Reuters reports from Lima.

There have been calls from all quarters for a thorough investigation of last Thursday's crash of a 28-year-old Boeing 737-200 - the worst air disaster in Peru's history - and for an overhaul of the country's fleet of aircraft. The fleet is said to be

Likely weather in the leading business centres

	Mon	Tue	Wed	Thur	Fri
Tokyo	21	20	21	22	23
Hong Kong	21	20	21	22	23
London	10	11	12	13	14
Frankfurt	10	11	12	13	14
New York	10	11	12	13	14
L. Angeles	19	18	19	19	20
Mumbai	28	29	30	31	32
Paris	10	11	12	13	14
Zurich	10	11	12	13	14

Maximum temperatures in Celsius

Michael Skapinker is impressed by Singapore's Changi airport, where the staff smile, greet and thank passengers

Changi of Singapore wins most of the World's Best Airport competitions and those won by anyone else are not worth bothering with.

At which other airport can you soak in a Jacuzzi overlooking the runway? There might be another airport with a karaoke lounge, but do its terminal buildings boast emperor angel fish and feather duster worms?

The fish have imperially square heads and the feather duster worms waft back and forth in the current. They, with other local aquatic life, are in the Changi aquariums which, along with the fountains and the spacious terminals, make this airport such a pleasure to use.

Not that Changi is perfect. The assistant in the clothes shop at Terminal Two was astonishingly snooty. The luggage trolleys are awkward: counter-intuitively, you have to press the brake handle down to get the trolleys to move and let go to stop them. And even though the airport is far less congested than many of its competitors, my Singapore Airlines flight to London left 45 minutes late.

Getting to and from the airport can be a problem. Changi is not connected to the underground railway system. There is a bus from the airport to the city centre and the large hotels. It is extremely good value at S\$5 (£2.30), but Singapore's traffic means that the service's time-keeping is erratic. A taxi from the city

centre to the airport costs only S\$15 but finding one, particularly at the large hotels, can be difficult.

But the impressive thing about Changi's managers is that they know they are not perfect. They constantly send their staff to London's Heathrow, Amsterdam's Schiphol and Frankfurt - airports which occupy second, third or fourth places in properly organised competitions - to see how

Changi could do things better. "Heathrow - the way they handle that volume of traffic," marvels Ng Wee Hong, Changi's deputy director-general. "We have a great deal of respect for Heathrow and Kai Tak in Hong Kong. We have facilities they don't have. We admire them for the effort they make with the limitations they have, the way they innovate in the face of difficulties." The most important advan-

tage Changi has that Heathrow and Kai Tak do not is space. The reason Changi has so much space is that it is largely built on land reclaimed from the sea. About half of its first terminal, which opened in 1981, is built on reclaimed land. So is the whole of the second terminal, which opened in 1990.

From the airport buildings, one can see the heavy machinery reclaiming yet more land

to build Terminal Three, which should open early in the next century. Operating under a more restrictive political system than many of its competitors, Changi does not have to submit its third terminal plans to a public inquiry.

This is a huge advantage over Heathrow, which wants to build a fifth terminal. Its managers are at present arguing their case before a public inquiry so exhaustively demo-

cratic that inquiry officials provide free office space to those opponents of the terminal who cannot afford their own.

In contrast to Heathrow's restrictions on night flights, Changi operates 24 hours a day. Aircraft approaching and leaving the airport fly over the sea rather than over housing.

Changi handled 23m passengers last year compared with Heathrow's 54m. The difference is that while Heathrow is

would like to keep the proportion of transit passengers at its existing level. The airport's primary purpose, he says, is to serve visitors to the island and the large number of Singaporeans who travel abroad.

There are facilities for transit passengers, the Jacuzzi among them. There is also a swimming pool which transit passengers can use, as well as a putting green, a gym and a sauna. The airport has a 50-room hotel for transit passengers. The karaoke lounge is open from 3pm to 11pm.

But as a government-owned airport, Changi's attitude to transit passengers is that they should be spending their holidays in Singapore rather than passing through. Anyone who is in the airport for a stopover of more than four hours is offered a free coach tour of the city.

The two-hour tour takes in Little India and Chinatown and other sites. The disadvantage of the tours - is that passengers cannot get off the coach because they are in transit and have not been through customs and immigration. The idea is to give them a taste of Singapore in the hope that they will come back.

The food at the airport should provide enough encouragement, as should the attitude of the staff. At the employees' entrance to the airport, there is a mural exhorting them: "Greet, smile, thank." They all do, except for the assistant in the clothes shop.

Sex kitten takes the cream

Whatever else changes in the airline industry, the Singapore Girl will go on, writes Michael Skapinker. Some might regard Singapore Airlines' long-running advertising campaign, with its sex kitten air hostesses, as inappropriate, but the carrier has no intention of abandoning it.

"That so much has been written about it and that people continue to talk about it vindicates our decision to continue with it," says Cheong Cheong Kong, the airline's managing director.

"People recognise the Singapore Airlines ad. In surveys on the ability to recollect ads, we're always No 1. So, no, I don't have plans to change our advertising strategy. I think

it's a symbol. You shouldn't take it too seriously. We want something that represents core and, after all these years, that's something women still do better than men."

However effective Singapore Girl has been as an advertising campaign, anyone who has used the airline knows that it does not reflect the reality of Singapore Airlines' service.

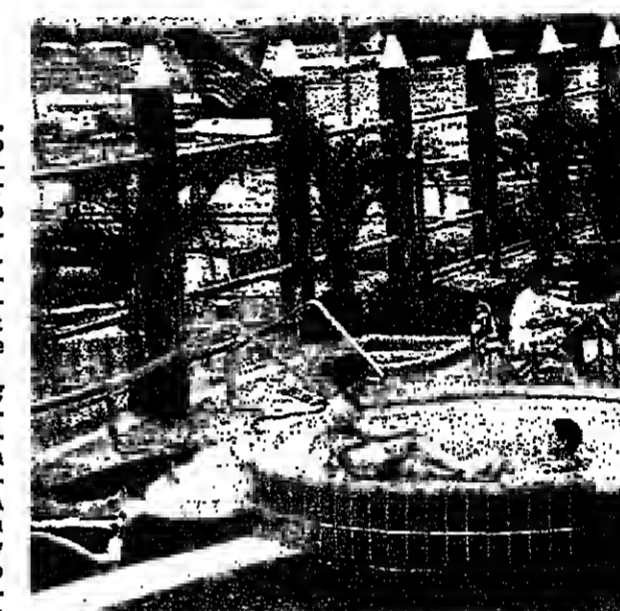
For a start, some of the cabin crew are men, and many of the women are older than those in the advertisements. Nor are Singapore's flight attendants flirtatious or coquettish. What they are is supremely professional, with an extraordinary ability to remember passengers' names.

Singapore is one of the world's few consistently profitable airlines. It ploughs billions into new aircraft. How has Singapore managed to make profits in an industry where losing money is the norm? "We're asked that question a lot," says Cheong. "I don't think our values are different from those of other airlines. They're the same motherhood values as everyone else has. Perhaps we're more religious in applying them. Or perhaps we have more luck."


But Cheong acknowledges there is one difference between his airline and those in Europe, the US and Australia. He says: "The bottom line is we are never in danger of a strike."

This does not, however, mean that he does not have to worry about industrial relations. Singapore has a labour shortage and Cheong has to go abroad to ensure that the airline operates cost-effectively. Some of the airline's accounting services are done in Beijing. The airline has a joint computer software venture with Tata of India.

Singapore faces growing competition from British Airways, the world's other consistently profitable airline, which is upgrading its first and business class cabins. But if BA wants to learn something from its rival, it could look at how the Singapore staff manage to ensure that the cabins and toilets are as clean on arrival as they were on departure.



In the swim: transit passengers can have a Jacuzzi at Changi



THE AMERICAN EXPRESS "don't worry

about it sir, I'll get those travelers

cheques and passport to you

come hell or high water" **SERVICE**

There are no easy names for the kinds of service we've given our Cardmembers over the years. Because every day, everywhere around the world, so many of our Service Representatives have gone beyond the call - helping to solve problems not just about lost Cards or Travelers Cheques, but about the unpredictable nature of life itself. So whether you're traveler without a passport or downtown without a hotel, American Express is there for you and ready to be of service. Whatever name you want to give it. Just give us a call.

THE ONLY ONE AMERICAN EXPRESS

ARTS

TURIN The Teatro Regio's staging of Verdi's 'Il corsaro' was to have been co-produced with...

BERLIN The George Ortiz collection of antiquities comes to the Altes Museum on Thursday after...



FRANKFURT Photography in the context of contemporary art is the theme of a major exhibition...



LONDON The musical 'Tommy' opens at the Shaftesbury Theatre tomorrow night. First shown on Broadway in 1968...

LONDON cast The Abbey Theatre Dublin's production of Frank McGuinness's play 'Observe the Sons of Ulster Marching Toward the Somme'...

Wednesday Percussionist Trilok Gurtu is one of the most sought after sidemen in jazz. On Tuesday he brings his own band to the South Bank...

The Wagners are at war over their inheritance. Richard Wagner founded the Bayreuth festival in 1876, to provide the best possible conditions for his art...



Bayreuth faces Götterdämmerung

The Wagner family is in turmoil over its musical inheritance, Andrew Clark reports

The next festival director will be elected by the governing board of the Richard Wagner Foundation - comprising representatives of public funding bodies (18 votes), the Friends of the Festival (two votes), and the Wagner family (four votes)...

1960s and early 1990s. Wieland died in 1966, leaving his younger brother Wolfgang in control. Nike says Wolfgang's sole concern has been to keep everyone happy...

never been played there festival productions of Wagner operas using a period instrument orchestra. Fringe events setting Wagner in the context of his contemporaries and tracing his influence on modern composers like Stockhausen...

he knows it, but he continues to use it because he has nothing valid to say against it. If you consider his own career and that of my father, they had no qualifications when they restarted the festival in 1951...

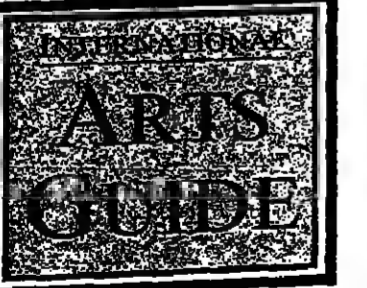
Ellen, Nike says, "there was room for only one woman - the daughter or the new wife. It was a power struggle, the Battle of the Queens was already there. As a result, we all feel disinherited. The Wagner family is what makes Bayreuth different from other opera theatres. But Wolfgang thinks the family only brings him trouble..."

same school. Nike and Eva would make a perfect combination. But Nike rules out a partnership: "It might pave the way for future quarrels if we repeat the pattern of our fathers. Someone has to have ultimate authority..."

Theatre Hardy's 'Tess'

As far as adapting literary works for the stage is concerned, Victorian novels often pose the greatest problems. How to compress such broad canvases, such prolonged narratives, into two-and-a-half hours? In the case of Colin Meyes and Mark Clements' adaptation of Thomas Hardy's novel, the answer is: "This is a modern reaction..."

Ian Shuttleworth At Derby Playhouse until March 16 (01332-883275)



AMSTERDAM CONCERT Concertgebouw Tel: 31-20-5730573 ● Tokyo Quartet perform Mozart's String Quartet No. 18 in A, Bartók's String Quartet No. 2, and Ravel's String Quartet in F; 8.15pm; Mar 7, 9

ATHENS CONCERT Athens Concert Hall Tel: 30-1-7282333 ● Greek Music Series: guitarists Evangelos Asimatoopoulos and Liza Zou, pianists Diana Vranoussi and Vicky Stylianou, cellist Dimitris Petras and mezzo-soprano Maria Karayevrek perform works by the Greek composers Tomicas, Christou, Antoniou, Terzidis and Travlos; 8.30pm; Mar 7

BERLIN CONCERT Konzerthaus Tel: 49-30-203092100/01 ● La Calisto; by Cavalli. Conducted by René Jacobs and performed by La Monnaie. Soloists include Olivier Lallouette, Rosemary Joshua, Brian

Bonn DANCE Oper der Stadt Bonn Tel: 49-228-7281 ● Ein Sommernachtstraum: a choreography by Yuri Vainoe to music by Mendelssohn, performed by the Ballet Bonn; 8pm; Mar 5

BRUSSELS OPERA Théâtre Royal de la Monnaie Tel: 32-2-2291200 ● La Calisto; by Cavalli. Conducted by René Jacobs and performed by La Monnaie. Soloists include Olivier Lallouette, Rosemary Joshua, Brian

Bonn DANCE Oper der Stadt Bonn Tel: 49-228-7281 ● Ein Sommernachtstraum: a choreography by Yuri Vainoe to music by Mendelssohn, performed by the Ballet Bonn; 8pm; Mar 5

BRUSSELS OPERA Théâtre Royal de la Monnaie Tel: 32-2-2291200 ● La Calisto; by Cavalli. Conducted by René Jacobs and performed by La Monnaie. Soloists include Olivier Lallouette, Rosemary Joshua, Brian

BRUSSELS OPERA Théâtre Royal de la Monnaie Tel: 32-2-2291200 ● La Calisto; by Cavalli. Conducted by René Jacobs and performed by La Monnaie. Soloists include Olivier Lallouette, Rosemary Joshua, Brian

BRUSSELS OPERA Théâtre Royal de la Monnaie Tel: 32-2-2291200 ● La Calisto; by Cavalli. Conducted by René Jacobs and performed by La Monnaie. Soloists include Olivier Lallouette, Rosemary Joshua, Brian

COPENHAGEN DANCE Det Kongelige Teater Tel: 45-33 14 10 02 ● The Triumph of Death: a choreography by Flemming Flindt after Ionesco's play Joux de Messaire, to music by Thomas Koppel. This work for 36 dancers is performed by the Royal Danish Ballet; 8pm; Mar 5, 6, 7, 8

FRANKFURT CONCERT Jahrhunderthalle Hoechst Tel: 49-69-3601240 ● The London Philharmonic; with conductor Franz Welser-Möst perform Brahms' Symphony No. 3, and suites 1 and 2 from Ravel's Daphnis et Chloé; 8pm; Mar 5

FRANKFURT CONCERT Götterborgs Konserthus Tel: 46-31-7787800 ● Götterborgs Symfoniker; with conductor Jin Wang and soprano Rosemary Hardy perform the overture to Schreker's Die Gezeichneten, Schoenberg's Erwartung, Lehar's Gold und Silber, and excerpts from Mahler's Symphony No. 10; 7pm; Mar 7

FRANKFURT CONCERT Götterborgs Konserthus Tel: 46-31-7787800 ● Götterborgs Symfoniker; with conductor Jin Wang and soprano Rosemary Hardy perform the overture to Schreker's Die Gezeichneten, Schoenberg's Erwartung, Lehar's Gold und Silber, and excerpts from Mahler's Symphony No. 10; 7pm; Mar 7

FRANKFURT CONCERT Götterborgs Konserthus Tel: 46-31-7787800 ● Götterborgs Symfoniker; with conductor Jin Wang and soprano Rosemary Hardy perform the overture to Schreker's Die Gezeichneten, Schoenberg's Erwartung, Lehar's Gold und Silber, and excerpts from Mahler's Symphony No. 10; 7pm; Mar 7

FRANKFURT CONCERT Götterborgs Konserthus Tel: 46-31-7787800 ● Götterborgs Symfoniker; with conductor Jin Wang and soprano Rosemary Hardy perform the overture to Schreker's Die Gezeichneten, Schoenberg's Erwartung, Lehar's Gold und Silber, and excerpts from Mahler's Symphony No. 10; 7pm; Mar 7

LAUSANNE CONCERT Théâtre Municipal Tel: 41-21-3101800 ● Die Winterreise; by Schubert. Performed by bass Kurt Moll and pianist Stefan Irmier; 8.30pm; Mar 6

LAUSANNE CONCERT Théâtre Municipal Tel: 41-21-3101800 ● Die Winterreise; by Schubert. Performed by bass Kurt Moll and pianist Stefan Irmier; 8.30pm; Mar 6

LAUSANNE CONCERT Théâtre Municipal Tel: 41-21-3101800 ● Die Winterreise; by Schubert. Performed by bass Kurt Moll and pianist Stefan Irmier; 8.30pm; Mar 6

LAUSANNE CONCERT Théâtre Municipal Tel: 41-21-3101800 ● Die Winterreise; by Schubert. Performed by bass Kurt Moll and pianist Stefan Irmier; 8.30pm; Mar 6

LAUSANNE CONCERT Théâtre Municipal Tel: 41-21-3101800 ● Die Winterreise; by Schubert. Performed by bass Kurt Moll and pianist Stefan Irmier; 8.30pm; Mar 6

LAUSANNE CONCERT Théâtre Municipal Tel: 41-21-3101800 ● Die Winterreise; by Schubert. Performed by bass Kurt Moll and pianist Stefan Irmier; 8.30pm; Mar 6

LEIPZIG CONCERT Gewandhaus zu Leipzig Tel: 49-341-12700 ● I Musici di Roma; and violinist M. Sribu perform works by Respighi, Rota and Vivaldi; 8pm; Mar 8

LEIPZIG CONCERT Gewandhaus zu Leipzig Tel: 49-341-12700 ● I Musici di Roma; and violinist M. Sribu perform works by Respighi, Rota and Vivaldi; 8pm; Mar 8

LEIPZIG CONCERT Gewandhaus zu Leipzig Tel: 49-341-12700 ● I Musici di Roma; and violinist M. Sribu perform works by Respighi, Rota and Vivaldi; 8pm; Mar 8

LEIPZIG CONCERT Gewandhaus zu Leipzig Tel: 49-341-12700 ● I Musici di Roma; and violinist M. Sribu perform works by Respighi, Rota and Vivaldi; 8pm; Mar 8

LEIPZIG CONCERT Gewandhaus zu Leipzig Tel: 49-341-12700 ● I Musici di Roma; and violinist M. Sribu perform works by Respighi, Rota and Vivaldi; 8pm; Mar 8

LEIPZIG CONCERT Gewandhaus zu Leipzig Tel: 49-341-12700 ● I Musici di Roma; and violinist M. Sribu perform works by Respighi, Rota and Vivaldi; 8pm; Mar 8

PARIS EXHIBITION Centre Georges Pompidou Tel: 33-1-44 78 12 33 ● Miguel Barceló: impressions d'Afrique (1988-1995): exhibition featuring some 60 gouaches and watercolours, 15 small paintings, approximately 20 drawing-books and three ceramic sculptures. From Mar 6 to Apr 29

PARIS EXHIBITION Centre Georges Pompidou Tel: 33-1-44 78 12 33 ● Miguel Barceló: impressions d'Afrique (1988-1995): exhibition featuring some 60 gouaches and watercolours, 15 small paintings, approximately 20 drawing-books and three ceramic sculptures. From Mar 6 to Apr 29

PARIS EXHIBITION Centre Georges Pompidou Tel: 33-1-44 78 12 33 ● Miguel Barceló: impressions d'Afrique (1988-1995): exhibition featuring some 60 gouaches and watercolours, 15 small paintings, approximately 20 drawing-books and three ceramic sculptures. From Mar 6 to Apr 29

PARIS EXHIBITION Centre Georges Pompidou Tel: 33-1-44 78 12 33 ● Miguel Barceló: impressions d'Afrique (1988-1995): exhibition featuring some 60 gouaches and watercolours, 15 small paintings, approximately 20 drawing-books and three ceramic sculptures. From Mar 6 to Apr 29

PARIS EXHIBITION Centre Georges Pompidou Tel: 33-1-44 78 12 33 ● Miguel Barceló: impressions d'Afrique (1988-1995): exhibition featuring some 60 gouaches and watercolours, 15 small paintings, approximately 20 drawing-books and three ceramic sculptures. From Mar 6 to Apr 29

PARIS EXHIBITION Centre Georges Pompidou Tel: 33-1-44 78 12 33 ● Miguel Barceló: impressions d'Afrique (1988-1995): exhibition featuring some 60 gouaches and watercolours, 15 small paintings, approximately 20 drawing-books and three ceramic sculptures. From Mar 6 to Apr 29

WORLD SERVICE BBC for Europe can be received in western Europe on Medium Wave 648 kHz (463m)

EUROPEAN CABLE AND SATELLITE BUSINESS TV (Central European Time) MONDAY TO FRIDAY

NBC/Super Channel 07.00 FT Business Morning

10.00 European Money Wheel Nonstop live coverage until 14.00 of European business and the financial markets

17.30 Financial Times Business Tonight

Midnight Financial Times Business Tonight

WASHINGTON CONCERT Terrace Theater Tel: 1-202-467 4600 ● Joseph Kallichstein: the pianist performs Beethoven's Sonata in F minor, Op. 2 No. 1, Sonata in A major, Op. 101, Sonata in C minor, Op. 13 (Pathétique), and Sonata in E major, Op. 109; 7.30pm; Mar 7

COMMENT & ANALYSIS

Michael Prowse - America

Upwardly mobile

The gnashing of teeth over income inequality ignores data showing the poor often move into higher income brackets



The rich are getting richer and the poor are getting poorer. There is, conventional wisdom asserts, no more damning critique of modern America...

US is a highly mobile society. The people who comprise the bottom 20 per cent today are not the same individuals as those at the bottom of the pile in 1979...

The only way to find out what is happening to real people is to track specific individuals over time. Such tracking data is available and it paints a far more encouraging picture than the conventional charts...

The Michigan data show how the fortunes of a specific group of people (chosen to be representative of the population as a whole) have changed over time. We can see precisely how people at different income levels fared between 1975 and 1991...

Yet President Clinton's advisers, like other commentators, fail to put such figures into context. There is a host of reasons for doubting that data on wages and household incomes accurately measure changes in living standards...

Income quintile 1975: 5th (highest) 0.8, 4th 1.9, 3rd (middle) 3.3, 2nd 4.2, 1st (lowest) 5.1. Income quintile 1991: 5th (highest) 2.8, 4th 9.3, 3rd (middle) 19.3, 2nd 23.5, 1st (lowest) 43.9. Average income 1975 (\$1993): 5th (highest) 45,704, 4th 22,423, 3rd (middle) 13,000, 2nd 8,291, 1st (lowest) 1,153. Average income 1991: 5th (highest) 49,675, 4th 31,292, 3rd (middle) 22,394, 2nd 28,373, 1st (lowest) 26,475. Absolute gain: 5th (highest) 3,971, 4th 8,869, 3rd (middle) 9,394, 2nd 20,082, 1st (lowest) 25,322.

What does it mean to say the incomes of the bottom 20 per cent fell by 15 per cent? A natural assumption is that an unfortunate group of people at the bottom of the income ladder grew steadily poorer. A lucky group at the top, meanwhile, grew steadily richer. We could draw such conclusions if the US were a caste society, if people were frozen in particular income groups. But this is not the case. The

three income quintiles and thus achieved a "middle class" lifestyle, or better; 29 per cent of the poorest in 1975 had reached the top 20 per cent by 1991. The data suggest that being poor is not a permanent state for most people: less than 0.5 per cent of the Michigan sample showed up in the bottom quintile every year from 1975 to 1991.

Those who started poor in 1975 typically enjoyed a much faster growth of income than those who started in the top quintile. People in the bottom 20 per cent enjoyed a \$35,322 average gain in real income over the period. The increase for those starting in the top quintile was a mere \$3,974. Many of those starting out poor got richer quickly: two-thirds of those in the bottom quintile in 1975 reached the top 60 per cent of the income distribution within six years.

Other attempts to track the income of real individuals paint a similar picture. In a 1992 study, the US Treasury analysed the period 1979 to 1988 using data from income tax returns. It also showed the vast majority of those in the lowest income bracket in 1979 rose to a higher grouping by 1988: two-thirds reached the middle of the income distribu-

tion and 15 per cent made it to the top quintile. The upward mobility is somewhat less pronounced than in the Michigan sample because the period covered is much shorter. The tracking studies confirm the US remains a land of opportunity. At any moment the income distribution is far from equal. But people are moving up (and down) all the time. Mr Cox, economic adviser at the Dallas Fed, points out that this partly reflects normal life-cycle changes.

Most young people (including future doctors, lawyers and company presidents) begin working life in the bottom 20 per cent, either as students or relatively unskilled entrants to the labour force. As their skills and experience grow, they rise up the income distribution; income peaks during middle age and then falls during retirement. The discrepancy between starting and peak earnings has risen sharply in recent decades, accounting for some of the rise in overall inequality.

Inequality seems a worse problem in the US than elsewhere partly because it has an unusually liberal immigration policy. The bottom income tier is constantly being replenished with new waves of immigrants, many of whom arrive in the US with no skills or assets. But they typically do not stay poor for long. It would be wrong to conclude from the Cox and Alm study that nothing needs to be done to help the poor. Everyone agrees that improvements in education and training are important. But their analysis demolishes the notion that there is a rigid divide between the "haves" and the "have nots". And it shows that much of the pessimism expressed by politicians reflects an inability to grasp the meaning of simple statistics.

By Our Own Bootstraps, from the Federal Reserve Bank of Dallas, 2200 N Pearl Street, Dallas, Texas, 75201, US.

LETTERS TO THE EDITOR

Number One Southwark Bridge, London SE1 9HL

We are keen to encourage letters from readers around the world. Letters may be faxed to +44 171-873 5938 (please set fax in 'line'). e-mail: letters.editor@ft.com. Translation may be available for letters written in the main international languages.

Challenge to realise energy savings

From Mr Russell Lewis. Sir, Your leader "An outline for EU reforms" (February 26) asserts that the European Commission's proposal to abolish the national veto "may be less earth-shattering than it sounds". There can be few areas of national policy more vital than foreign, security and defence policy. It is undeniable that the national interests of member states differ widely.

National defence policies decided in Brussels sure way to EU split

From Mr Russell Lewis. Sir, Your leader "An outline for EU reforms" (February 26) asserts that the European Commission's proposal to abolish the national veto "may be less earth-shattering than it sounds". There can be few areas of national policy more vital than foreign, security and defence policy. It is undeniable that the national interests of member states differ widely.

To give one example: do we agree with Chancellor Kohl's current assertive pro-Yeltsin policy in Russia's elections? There is no surer way of creating the conditions in which the European Union will split disastrously than by allowing national parliaments and governments which are responsible for the safety of their people and servicemen to be outvoted behind closed doors in Brussels.

You cite agriculture as an example of an area in which majority voting is already used and by implication with success. Surely this is the kind of "success" we can do without in foreign affairs and defence? Russell Lewis, director, The European Foundation, 61 Pall Mall, London SW1, UK

Not intimidated after a whirlwind tour

From Mr W. R. Hutton. Sir, I have always been a little intimidated by your paper's illustrious name. So I felt a small amount of awe when I opened the pages for the very first time, and read Edward Mortimer's column entitled "Surfeit of good things" (February 28). His opening proposition - "Free economics is a necessary condition for free politics. But you can have too much of a good thing" - was one I've been grappling with for a long time, and so I settled back, in full focus, for his weighty discourse.

Buchanan, the United Nations, unhappy Americans finding jobs in a changing economy. Russians, a Serb gunman in Adidas sneakers, the Islamic Jihad, Portugal's 1974 revolution, Shakespeare and McDonald's hamburgers. His final and only real defence of "liberalism" (stated three times in three different ways, I might add) was: "If every choice is left to the market, the right to vote becomes meaningless, because the people you elect have no power to change anything." This, when boiled down, becomes the redundancy: the problem with getting rid of statist policies is that it interferes with the state's control of things.

While I did enjoy his whirlwind tour of recent history, I do not believe I gained any new insights into the application of the philosophy of politics from Mr Mortimer. For those details I may have to start reading the works of Aristotle, Jefferson, Ludwig von Mises, and reading the works of Ayn Rand. But I will not be intimidated any more. William R. Hutton, 2146 Sunnyvale Drive, Oakville, Ontario, Canada L6L 1W7

Employed already bearing the costs

From Mr Peter Robinson. Sir, I greatly enjoyed Pamela Meadows' contribution to the debate on unemployment. ("When growth fails the unemployed", February 27). She quite rightly pointed out that in order to reduce unemployment, those who have jobs must bear some costs in one of three ways: in the form of lower wages, higher taxes or higher prices. Is this not exactly what has happened in the last three years? The growth in wages has been very subdued and the government has raised taxes significantly, not to fund job programmes, but to achieve a necessary rebalancing of fiscal and monetary policy.

And the result? Three years of steady economic recovery delivering rising employment and declining unemployment, without any of the inflation or current account problems which derailed the Lawson boom. Unfortunately, those in work do not seem to like this benign recovery. The combination of subdued wage growth and rising taxes meant that in 1995 real take home pay for the employed fell for the

first time since 1982. Hence, why a balanced sustainable recovery has existed alongside a failed labour market. The challenge is how to sustain this recovery, and how to persuade the politicians to level with the electorate by delivering the message that a sustained recovery demands continued restraint by those in work. Peter Robinson, Centre for Economic Performance, London School of Economics, Houghton Street, London WC2A 2AE, UK

The vision of a heretic

Oracle is promoting a cheaper alternative to the personal computer, says Louise Kehoe

Larry Ellison is a personal computer heretic. Rather than cheering for the latest, fastest PC technology - as most of his peers do - the chairman and chief executive of Oracle insists that PCs are already far too expensive and complex. For the past six months, Ellison has been energetically promoting the concept of a network computer (an NC) - a \$300 machine that, when linked to the Internet or a corporate network, could substitute for a multimedia PC costing at least four times as much.

Last week, defying industry sceptics who said it would be impossible to build a multimedia computer for such a price, Ellison demonstrated a working prototype NC built with parts costing less than \$300. Before an audience of software developers in San Francisco, Ellison put the NC through its paces, accessing the World Wide Web, sending and receiving electronic mail and performing standard jobs such as word processing.

The NC not only matched the performance of a PC but, in some ways, it was better. Playing video and sound clips from Internet pages, for example, is much simpler and quicker on an NC because the signals are played directly as they are received over the Internet. This eliminates the cumbersome PC approach which involves downloading the signals to PC memory, storing them on disk and then processing them with a "player" program. "This is what Bill Gates has called a 'dumb terminal'", Ellison quipped as the NC fired up a video of white-water rafters, accompanied by loud CD-quality music. Gates, chairman and chief executive of Microsoft, the leading PC software supplier, has been scathing about "Larry's vision" for NCs. The NC turns the concept of a PC on its head. Instead of putting computer power and numerous application programs on every desk, the NC minimises the desktop unit and relies heavily upon the power of network servers - larger computers that store data and software and service the needs of all users linked to a network.

In the corporate setting, the NC could be linked to an office "local area network". For the computer at home, the NC would be hooked up to the Internet. While admitting that the



Larry Ellison: "There is a gigantic market in homes for NCs"

"NC will never replace the PC", Ellison contends that NC sales will overtake PC sales by the end of the decade. "There is an enormous market in corporations, an enormous and important market in schools, and a gigantic market in homes for NCs," he says. "I personally think that there will be more NCs sold in the year 2000 than PCs." He voices complaints about PCs that are seldom heard within the computer industry, but all too familiar among PC buyers. The PC is expensive to own, he says, and too complex and difficult to use. NC manuals, he insists, will be no more than eight pages long. He likens the 15-year-old PC to "an old house that has been continually remodelled". In contrast, "the NC has been invented in the 1990s to take advantage of the proliferation of computer networks". He says: "If you design a computer that assumes the existence of a network, you

end up with an entirely different computer than the PC. You design a device that is like a TV, utterly worthless without the network. But because there are networks, these devices are simple, low cost and enormously valuable."

While Oracle has developed the basic software needed to get the NC off the ground, the company's primary motive is to sell more of its flagship database programs. "The NC should create demand for more servers and that is what we do - server software," said Ellison. Oracle has no plans to manufacture or market the NC. Instead, Ellison has spent the past few weeks touting the product to prospective computer and electronics manufacturers. While refusing to name any companies that will make NCs, he claims that NCs and NC components will be produced by some of the top computer companies in Japan, Korea, Taiwan,

North America and Europe. Already, suppliers of components used in the prototype NC are rethinking the prospect of a big new market. In particular, Advanced Risc Machines, a sister company of UK-based Acorn Computer, is hoping to break into the mass market with its high-speed, low-power microprocessor chips. Even as he demonstrated the prototype NC, built using ARM's chip, Ellison announced his company was "working hard" to ensure that new models based on Intel Pentium chips would be available "at the same time or before" the ARM-based version was on the market.

Many manufacturers of PC circuit boards, which use Intel chips, could quickly reconfigure these products to make NCs, Ellison explained. The point is telling. From the perspective of computer manufacturers, the NC is little more than a stripped down PC. Indeed, although Ellison claims to have persuaded Intel of the benefits of the NC, the world's largest chip maker sounds less than enthusiastic.

"We still think the main thrust for Internet access is a high-performance PC," Intel said. While the chip maker will not turn away business if demand for NCs materialises, it still regards the NC as a "niche product" that might achieve sales of a few hundred thousand a year rather than the tens of millions that Oracle is predicting.

Moreover, it seems unlikely that NCs using Intel chips would sell for \$300, the price Oracle is targeting. Yet whatever the speed of the chips, performance of NCs will largely depend on the speed of network connections. In his demonstration, Ellison used a high-speed digital telephone link to show off the NC at its best. In many parts of the world, such digital lines are expensive or unavailable.

Oracle's dream of creating a new category of home and office computers cannot come true until telephone companies or cable TV services upgrade their networks to make high-speed network links more widely available. Oracle could have the breakthrough computer product of the 1990s, as Ellison suggests. It might also, however, join the ranks of Apple Computer's Newton "personal digital assistants" and the interactive television "set top box" in the computer industry's skeleton cupboard.

AP AUDEMARS PIGUET The master watchmaker. "OUR AIM IS TO CREATE THE FINEST WATCHES IN THE WORLD." Jules-Louis Audemars, Edward-Auguste Piguet, 1875. For more than 120 years, the richness of our vision has never ceased to fascinate. But for the true connoisseur, there is more to the magic of our watches than that. Much more. For, above and beyond creativity and craftsmanship, an Audemars Piguet reflects the innermost values of the person who wears it. Compared with that, time is purely incidental.

For information and catalogue please write to: Audemars Piguet & Co S.A., 1348 Le Brassus, Switzerland Tel: +41-211 845 40 31. Fax: +41-211 845 42 14

COMMENT & ANALYSIS

FINANCIAL TIMES
Number One Southwark Bridge, London SE1 9HL
Tel: +44 171-873 3000 Telex: 922186 Fax: +44 171-407 5700
Monday March 4 1996

Hard decisions for Australia

Australia's Liberal-National coalition takes office this week after an electoral landslide which surprised even its most optimistic supporters. It is far from clear, however, that the new government's commanding majority in the lower house also reflects a solid popular mandate to tackle decisively the country's most pressing problems.

Nuclear sale

Negotiations for the privatisation of the UK's nuclear industry have turned into a standoff. The question is which side will blink first: the Department of Trade and Industry, or British Energy, the company created for the sale.

Asia and the EU

The more vehemently Asian and European leaders protest that their summit in Bangkok was a success, the more they expose its insubstantial result. Their actual exchanges were banal, and much of the agenda was borrowed from elsewhere.



Roll up for the crazy carousel

City institutions are paying huge sums to get the right people on board, but not everyone can join the ride, say FT reporters

Winner-takes-all has come to the City of London jobs market. The phrase of the moment among US pundits reflects the increasing polarisation of reward between a handful of stars and the rest of the field in many aspects of the modern economy.

limited bonuses, but in turn are given greater job security. Stars in the City share this yearning for security with other beneficiaries of the winner-takes-all economy. Like their boardroom counterparts in privatised utilities, City high-fliers earning high rewards do not necessarily face high risks.

With such high stakes, recruitment now means high anxiety. "The bidding going on for high-quality people resembles a raise-or-fold poker game," says a senior banker at a US company.

OBSERVER

T Boone's last stand

Remember the days when the mere whisper of T Boone Pickens' name struck terror in the executives of Big Oil? Well, one of the most feared predators on Wall Street has finally sued for peace.

Hot line

Even London Transport, which knows a thing or two about explaining away delays on its own underground services, would be hard pressed to come up with a more innovative excuse for the rush hour chaos which delayed 100,000 commuters in Hong Kong last week.

Closed shop

No wine, women or song for China's parliamentarians who are set to convene tomorrow for their annual talkfest in Beijing's Great Hall of the People.

Pin-up boy

David Wright, Britain's new ambassador to Japan, has not taken long to get his face known about the place. His photograph has started to appear on grocery flyers for Daimaru Peacock, a local supermarket chain, which has decided to carry the products of British supermarket chain Waitrose on its shelves.

100 years ago

London Property Market There was a fair amount of business done at the Mart yesterday, but the properties were, on the whole, an uninteresting lot. A freehold building site in Smithfield, covering a superficial area of 1,100 ft, was knocked down to £510 to a gentleman who revealed his identity by calling out his name "Sausage Harris" and we knew then we were in the presence of the king of purveyors of this dainty food.

Sensational work

There seems no end to the inventiveness of the men in white (lab) coats. Swiss pharma giant Ciba-Geigy and Isis Pharmaceuticals of California are very proud about their new way of discovering drugs: it is called "antisense" technology.

50 years ago

New York open to list foreign stocks New York: "The New York Stock Exchange is fully prepared to list foreign securities, thereby providing a new avenue for European corporations to secure badly needed American dollars during the present world reconversion period," according to Col John Haskell, vice-president of the New York Stock Exchange.

Written by Clay Harris. Reporting by Nicholas Denton, Richard Donkin, Richard Lapper, Corner Hiddelmann and Antonia Sharpe

SHEERFRAME Specified Worldwide L.B. Plastics Limited Tel: 01773 852311

FINANCIAL TIMES

Monday March 4 1996

NEWPORT opens up new areas for investment Tel: 01633 246906

Japan faces budget showdown

By William Dawkins in Tokyo

Japan's opposition New Frontier party plans to block the government's final bid today for agreement on this year's budget...

block the passage of the budget which contains the use of taxpayers' money to liquidate the jusen...

to summon senior members of the LDP before parliament to testify on who was responsible for the jusen losses...

With a comfortable majority, the government is assured of getting agreement on the basic structure of the plan...

Turkey's two rival leaders to share power in coalition

By John Barham in Ankara

Turkey's two rival conservative leaders agreed yesterday to form a centre-right coalition...

ments for the premiership have been confirmed. Mr Yilmaz will serve as prime minister for the rest of this year...

ICI plans number of acquisitions in financial overhaul

By Jenny Luesby in London

Imperial Chemical Industries, the UK-based chemicals company, said yesterday that it would launch the acquisition trail in an effort to boost its "under-utilised" balance sheet...

were constrained by the group's demanding return on assets criterion of 20 per cent, another option would be a share buy-back...

Bus bombing

Continued from Page 1

strike again if attacked. Hamas said a political dialogue with Mr Arafat and the Israeli government would be the only way to guarantee real peace and security between Arab and Jew...

Unions warn Australian winner on pay

Continued from Page 1

had a 13-seat majority. The scale of the win surprised even the coalition's staunchest supporters...

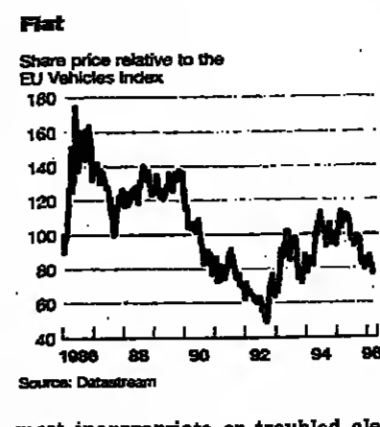
and "an emphatic mandate". However, in a brief victory speech on Saturday night, he also pledged that uniting the Australian people would be the cornerstone of my approach to government...

Yesterday Mr Howard confirmed that Mr Tim Fischer, leader of the National party, would be his deputy, and that Mr Peter Costello, deputy leader of the Liberal party, would be the new treasurer...

FT WEATHER GUIDE Europe today A stationary ridge of high pressure from the north-west of Ireland to southern Germany will bring calm conditions to most of central and western Europe...

THE LEX COLUMN Liberal landslides

Australia's financial markets will probably give a euphoric reception to the Liberal-National coalition's sweeping victory in Saturday's elections...



can survive. But Glaxo Wellcome, the world's number one, has a market share of just 8 per cent. The next round of consolidation is likely to feature more all-share mergers...

UK takeover rules

The cornerstone of Britain's Takeover Code is the principle that all shareholders of a target company should be treated equally...

Pharmaceuticals

After a tumultuous two years, consolidation in the drug industry has ground to a halt. There appear to be two reasons for this...

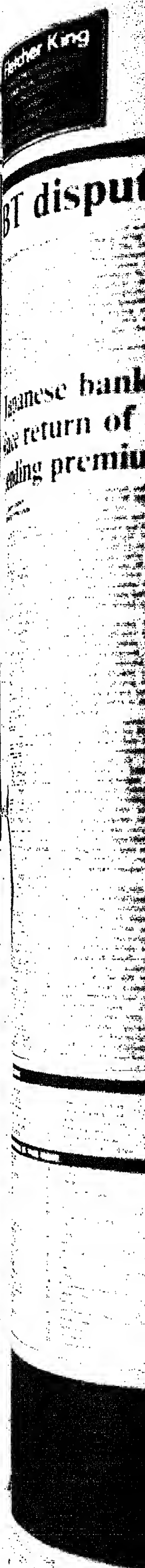
Fiat

The changing of the guard at Fiat last week follows dramatic management changes at Volvo and Daimler-Benz. And Fiat looks like a prime candidate for their brand of restructuring...

Fiat

The changing of the guard at Fiat last week follows dramatic management changes at Volvo and Daimler-Benz. And Fiat looks like a prime candidate for their brand of restructuring...

PM1 PENDEFORD MORTGAGES NO.1 PLC £1,000,000,000 Mortgage Backed Floating Rate Notes due 2037 NatWest Markets Lehman Brothers ABN AMRO Hoare Govett Barclays de Zoete Wedd Limited Goldman Sachs International HSBC Markets Limited Kleinwort Benson Limited J.P. Morgan Securities Ltd. SBC Warburg UBS Limited



COMPANIES AND FINANCE

BET defence to focus on textile services

By Geoff Dyer and Daniel Bögl

BET's defence against the £1.9bn hostile bid from Rentokil is expected to highlight the performance of its textile services division as an example of the improvements already achieved by the current management.

BET director for textile services, claimed the division had already achieved high margins for the industry and had invested heavily in sales and marketing over the last two years.

However Mr Clive Thompson, chief executive, said: "Our managers have increased margins before at businesses which were performing above the industry average."

Outlining BET's strategy, Mr Kettle said that margins had risen from 14.8 per cent in 1993-94 to 18.7 per cent in the first half of the current financial year, making them the highest in the group and in the top quarter of companies in the industry.

Analysts are forecasting that the textile services division will make profits of \$42m in the year to April 1, at a margin of about 17 per cent.

Aiming to turn lossmakers into winners

Neil Buckley on how two entrepreneurs have built up retail empires



Stephen Hinchliffe (left) and Philip Green: conscious of City scepticism about their chances of success, but are defensive from? More importantly, can they make a success of the mixed bag of businesses they now control?



acquisition of Scottish discount chain What Everyone Wants, led to a fall in profits and the share price - the latter exacerbated by a series of unfavourable press reports of Mr Green's associates and deals.

cent Amber Day stake in April 1993 bought Parker and Franks, later transformed into the Xception discount chain. In December 1994, Mr Green acquired Owen Owen, the UK's fifth-largest department store chain, including names such as Lewis's of Manchester.

says one. "But there's more than that to running a retailer. The creation of Facia also marks something of a comeback for the 45-year-old Mr Hinchliffe.

from Sears. He added a further 134 Saxeone and Curtess shoe shops from Sears last month.

TOTAL 1996 CHANGE IN SHAREHOLDING. TOTAL: SALE OF 4% OF THE CAPITAL BY THE FRENCH STATE. At its February 27 meeting chaired by Thierry Desmares, the Board of Directors of TOTAL examined the modifications to be brought in the Company's relationship with the French State...

By fine-tuning product offers, exploiting the overlap of suppliers across the chains, and renegotiating expensive leases, Mr Green is convinced his group can be profitable.

Both Mr Green and Mr Hinchliffe are conscious of City scepticism about their chances of success, but are defensive.

cedel bank is pleased to announce that with effect from 4th March 1996 United Kingdom Government Bonds (Gilts) will become eligible for international clearing and settlement.

One last try for Regal buy

Regal Hotel Group and Granada will today announce that a final attempt will be made this week to conclude negotiations over the sale of the White Hart hotel chain.

US Prudential back in the black with \$579m for 1995

Prudential Insurance of America returned to profit in 1995 with after-tax earnings of \$579m, though the giant US insurance and financial services group remains only half-way through the restructuring under way since an overhaul of its top management 15 months ago.

NEWS DIGEST

Record month for Liffe in February

The London International Financial Futures and Options Exchange (Liffe) saw the busiest month in its history in February, with the number of contracts exchanged rising year-on-year by more than 50 per cent.

Kaiser abandons merger plan

A plan to create the world's third largest aluminium producer fizzled out at the weekend when Kaiser Aluminum abandoned its attempt to lure its bigger US rival Alcoa into a merger.

Elektrowatt in talks on UK sale

Elektrowatt, the Swiss electricity and engineering group, said it is in talks with several potential purchasers for its 42 per cent holding in Eurodis Electron, the UK electronics component distributor.

Body Shop statement today

Body Shop International, the UK-based 'green' cosmetics group, plans to issue a statement to the Stock Exchange this morning regarding its founders' plans to buy back the company.

Bremer Vulkan loan hopes

Bayerische Vereinsbank, the German bank, has confirmed it is considering granting a loan to Bremer Vulkan, the country's largest shipbuilder, which last month sought protection from its creditors after reporting DM1bn (\$678m) losses for 1995.

Navigation Mixte in the red

Navigation Mixte, the French holding company for which Paribas has launched a takeover bid, reported losses of FF1.507bn (\$298m) for 1995, against profits of FF787m in the previous year.

Daewoo Electronics ahead

Daewoo Electronics, the South Korean consumer electronics company, reported a 35 per cent increase in net earnings to Won47.2bn (\$60m) for 1995 as sales rose by 25 per cent to Won3.125bn.

Hyundai Precision up 25%

Hyundai Precision & Industries, one of the world's largest container producers, reported a 25 per cent rise in net earnings to Won23.3bn (\$30m) for 1995 as sales rose by 25 per cent to Won1.986bn.

Johnson & Higgins expands

Johnson & Higgins, the large US-based international insurance broker famous for arranging insurance for the Titanic, has launched what it described as an "aggressive" UK acquisition drive.

...to speed German dig

...sales

...results

COMPANIES AND FINANCE

Move to speed up launch of German digital TV

By Judy Dempsey in Berlin

A multimedia consortium led by Bertelsmann, Germany's largest media and publishing group, has given Deutsche Telekom, the state-owned telecommunications network, the go-ahead to order 100,000 set-top boxes for the launch of digital television later this year.

Set-top boxes decode television signals to allow video on demand, home shopping, banking and other interactive television services.

The Multimedia Betriebsgesellschaft (MMBG) consortium, which includes Deutsche Telekom and Canal Plus, the French commercial television network, wants to speed up the launch of digital television.

US companies regard Germany as an attractive target because it is one of Europe's fastest growing media and television advertising markets.

However, MMBG is still waiting for final approval from the European Commission, which in 1995 blocked earlier plans by Bertelsmann, Deutsche Telekom and the German Kirch media group to create a standard set-top box.

"We are reasonably optimistic we will obtain approval this time," the consortium said.

Deutsche Telekom is today expected to hold a meeting in

Darmstadt, its technical headquarters, with five companies, including Philips of the Netherlands and Thomson of France which are competing to secure the contract to supply decoders to MMBG.

"Once the decoders are ordered, we hope we can launch digital television by the autumn," the consortium said. But MMBG will face domestic competition from Kirch.

MMBG failed last month to get Kirch on board, fuelling fears that the domestic market would be split between rival systems. Kirch has ordered 1m decoders from Nokia, the Finnish electronic and telecommunications group.

Despite the breakdown of talks, there are signs that Kirch might join MMBG, but on conditions the consortium might find difficult to accept.

Kirch wants "a common interface system" allowing the consumer access to the MMBG package of programmes and the Kirch package but through one set-top box. The exchange of a module in the decoder would allow the consumer to switch between systems.

"If that system could work, it would give the consumer choice but it would also show which system was more attractive for the market," a media analyst said.

Meanwhile, there are unconfirmed reports suggesting that whether or not Kirch and MMBG reach agreement, Kirch is planning to set up its own digital television consortium, backed possibly by Debit, the services division of Daimler-Benz, and even Veacom, the telecommunications division of Veba, the industrial conglomerate which has agreed in principle to take a stake in MMBG.

KPN, the Dutch telecoms group, wants to become a strategic partner in Slovak Telecommunications, the national Slovakian telecoms company, reports AFP News.

Het Financieele Dagblad reported that transport minister Ms Annemarie Jorritsma had discussed this with her Slovakian counterpart Mr Alexander Rezes.

A PTT Telecom spokesman confirmed it was interested in view of its presence in Czech Republic and Hungary, but said it was much to early to say anything concrete about it.

The company already has a partnership, Ispyspol, with the Slovaks and Czechs, for training and exchange of software and hardware.

Slovak Telecommunications told the paper it was looking for partners to finance its projects.

De Crespigny wrong-footed by Minorco

Anglo American's unit has abruptly ended a 10-year relationship, says Kenneth Gooding

What started 10 years ago as a warm and wonderful relationship between Mr Harry Oppenheimer, chairman of Anglo American, and Mr Robert Champion de Crespigny, then a brash newcomer in Australia, seems certain to end in recriminations and tears.

Mr Oppenheimer, whose Anglo American Corporation of South Africa is the world's biggest natural resources group, chose Mr de Crespigny as his representative in Australia. In 1987, their association was solidified when Anglo allowed its Australian offshoot to be taken over by Poseidon, then Mr de Crespigny's vehicle for mining expansion.

In the past, Mr de Crespigny has described Anglo as "an excellent partner and great supporter". But the relationship was abruptly ended on Friday when Anglo, via its subsidiary, Minorco, sold its 19 per cent shareholding in Mr de Crespigny's Normandy Poseidon group. Most of the stake was taken by Newcrest, another Australian gold producer, and analysts assume a bid battle is looming.

Minorco's unfriendly gesture could not have come at a worse time for Mr de Crespigny. He was about to complete a four-way merger between Normandy, Posgold, Gold Mines of



Harry Oppenheimer: unhappy with Normandy's proposed four-way merger

de Crespigny, particularly now he has ambitions to build Normandy into a substantial player in the international arena, not just in Australia.

He made a big leap in this direction last year when Normandy took a 60 per cent stake in La Source Compagnie Minière, a joint venture based in Paris in which state-owned Bureau de Recherches Géologiques et Minières (BRGM) is the minority partner. This enabled Normandy to accomplish an international expansion programme that otherwise might have taken 10 years.

It also took it into mining projects in Africa, opening the way for conflicts of interest with Minorco, but there was no falling out at that time. In fact, it was Anglo that steered BRGM towards Mr de Crespigny when it put out feelers about the joint venture.

It is now 10½ years since Mr de Crespigny set up in the mining business on his own, using A\$500,000 accumulated when working for a Perth accounting firm. Today his family's 11 per cent stake in Normandy is worth about A\$110m.

As he built up Normandy, Mr de Crespigny gained a reputation for keeping rivals off-balance with a series of very complex deals. Now it appears that a very simple deal by Minorco has wrong-footed him.

Malgoorle and North Flinders Mines to simplify his group's complex structure and, he hoped, enhance its value.

When Minorco's small stake in Posgold is included, the Anglo subsidiary will collect US\$250m and show a profit on the shareholdings, before tax, of \$90m. Minorco can find plenty to do with the cash. It has become the offshore operating arm of Anglo outside Africa and, if all its plans and projects come to fruition, Minorco would have to find about US\$2bn in the next five or six years.

Mr Fisher said Minorco had long ago changed from being a holder of minority interests in other mining companies into a hands-on operating group. Yet the Normandy merger would have reduced its stake in the combined Australian group to less than 10 per cent.

He made it clear Minorco was still interested in operating in Australia, one of the most important mining countries in the world.

Analysts suggest there were other potential areas for tension between Minorco and Mr

Femsa limits sales downturn to 5%

By Daniel Dombey in Mexico City

Steady demand for Coca-Cola, increased exports of beer, and a quickly growing packaging division helped Femsa, Mexico's largest drinks and consumer group, to limit a sales decline for 1995 to 5 per cent, despite a brutal recession which shrank consumer purchasing power by 21 per cent.

Turnover for 1995 stood at 12.8bn pesos (\$1.6bn), while operating profit was 1.27bn pesos, a 16 per cent fall in real peso terms compared with 1994. Net profits for the year of 460m pesos compared with a loss of 706m pesos the previous year.

For the fourth quarter, sales dropped 13 per cent to 4.7bn pesos while operating profits fell 39 per cent to 366m pesos. Foreign exchange losses caused by a falling peso led the company to record a loss for the quarter of 242m pesos.

Despite the severity of the Mexican recession, volumes fell by only 1 per cent and prices remained steady in real terms at Coca-Cola Femsa, the company's soft drink division, in which Femsa has a 51 per cent stake and which provides 35.5 per cent of group sales.

While such figures reflect the relative inelasticity of demand for Coca-Cola in a market where soft drinks are seen as necessities rather than indulgences, analysts said the use of more expensive presentations by Pepsi bottlers may have helped Coca-Cola Femsa increase its market share.

However, Femsa Coca-Cola's Argentinian operations experienced a depressed year, with a

6 per cent fall in volume. The income statements for Femsa and Femsa Coca-Cola, which is independently listed, were also affected by the companies' conservative calculation of the consequences for the monetary position of debt taken out to invest in the Argentine operations.

By the companies' estimates, without this change, Coca-Cola Femsa's net income for 1995 would have been 95m pesos higher than the 356m pesos recorded.

The more elastic demand for beer in the Mexican market was illustrated by a 3.9 per cent fall in volumes for the year despite price increases of half the 52-per-cent rate of inflation for Femsa Cerveza. Femsa's brewing wing which provided 38 per cent of total sales.

However, the company's market share remained steady throughout the year at around 46 per cent, possibly a sign that a more than 10-year decline in market share may have halted.

Femsa Cerveza also increased export volumes 21 per cent, despite a 5 per cent decline in sales in the US, its biggest market.

"Any kind of increase in export base beyond the United States is good news," said Mr Scott Wilkins, an analyst at ING Barings in Mexico City.

Femsa's packaging division, which analysts praise for being one of the most modern in its sector in Latin America, reported sales of 2.6bn pesos, a 32 per cent increase on 1994, and operating profit of 409m pesos. Its retail division, Oxxo, marked up operating profits of 24m pesos.

Disappointing results from San Paulo bank

By John Simkins in Milan

Istituto Bancario San Paolo di Torino, one of Italy's largest banks, reported disappointing results, with net profits for 1995 up only 6.6 per cent at L503bn (\$322m).

The comparison is on a pro forma basis, which takes into account the merger during the year with Credito and Banca Nazionale delle Comunicazioni, formerly controlled by the state railways.

San Paolo, under the chairmanship of Mr Gianni Zandano, is at the heart of a powerful banking alliance which includes the banking group IMI and the partially privatised insurance company, Ina. The foundation which is the bank's holding company intends to cut its stake under 50 per cent.

"The results are considerable given that the bank continued to follow a policy of great caution and discipline in 1995." The bank said loan provisions of around L1.250bn had been made, compared with L600bn for 1994, and it now had a solid base on which to improve income.

However, James Capel, the UK stockbroker, called the outcome "marginally disappointing". Although San Paolo has impressed analysts with its restructuring, the broker had been looking both for higher than reported net profits and a L10 increase in the final dividend. This stayed unchanged

at L240 a share, giving a total payout of L196bn.

The tax burden, which totalled L206bn, was reduced due to the exemption of tax on L225bn of profits set aside in line with merger provisions in the Amato Law on banking liberalisation. The bank said that the same fiscal benefits would apply in 1996 and 1997.

The return on equity was 5.3 per cent compared with 4.5 per cent in 1994. A Milan analyst said that this was poor given the low tax burden and that it was also low in comparison with the market sector rate of around 6 per cent.

Milan securities houses said the improvement in gross operating profit, up 13.1 at L1.820bn, also compared unfavourably with 1995 results of some other Italian banks. The sector is recovering from the instability of bond and equity markets and narrowing interest margins of 1994.

Among the big banks, Banca Commerciale Italiana recently raised the dividend on ordinary shares from L125 to L150, on net profits up from L265bn to L342bn, and Banca Nazionale del Lavoro restored its dividend after a seven-year gap.

On Friday, when San Paolo announced its results, which will be presented to shareholders at the end of April, IMI confirmed that it would raise its dividend from L400 to L500. Net profits rose in 1995 from L84bn to L340bn.

This announcement appears as a matter of record only.

February 28, 1996

The French Republic

has sold 9,500,000 Ordinary Shares in



TOTAL

for an amount of

FFr 3,097 million

Crédit Lyonnais and Lehman Brothers acted as underwriters and placing agents for these shares, which have been distributed to investors worldwide.

LEHMAN BROTHERS



CREDIT LYONNAIS

Issued and approved by Lehman Brothers (Europe) which is regulated by the Securities and Futures Authority.

FINANCE

New masters and the soufflé effect

A drop in performance often follows a change of owners, says Norma Cohen in this new Monday column

What happens to a fund management house's performance when ownership of the business changes hands? Does it respond like an industrial manufacturer, rejuvenated by new ownership, or is it more akin to a soufflé which collapses if the temperature changes?

A look at some fund management houses which have changed hands recently suggests the latter description may be more appropriate than the former.

Barings Asset Management, which was acquired by ING last year following the collapse of its former parent, is one example. Already entering 1995 with underperformance in UK equities, its median "balanced" portfolio turned in a return of 16.5 per cent for the year, against a median of 19.6 per cent for the industry, as measured by Combined Actuarial Performance Services, a widely used performance measurer for pension funds.

Investment consultants who advise pension funds on choice of fund manager have known for years that a change of ownership can signal a dramatic shift in performance.

The change of ownership is the greatest area of concern from a consulting standpoint, says Mr Len Brennan, managing director of investment consultants Frank Russell Co in London.

But he urges caution on clients who may think of switching managers, because the costs of moving from one active fund manager to another will cream roughly one percentage point off a portfolio's returns for the next year.

There is also no conclusive evidence that a change of ownership necessarily undermines performance. Indeed, there are numerous examples of fund managers which have thrived under new ownership.

Since Deutsche Bank acquired investment bank Morgan Grenfell in 1993, Morgan's once-sleepy fund management arm has become one of the UK's fastest growing houses.

Little upset is likely, says Mr Brennan, when a passive owner - one which has allowed the fund manager to function more or less autonomously - sells the business to another passive owner.

The problem is that few owners are passive. Most, he notes, are hoping for some synergies with their existing businesses. It is the process of merging investment strategies and mar-

keting styles which causes the greatest upset. In the case of Newton, the firm took on the running of a significant number of retail funds on behalf of Royal Bank of Scotland, almost a new enterprise for it. And its funds under management grew sharply.

A difference of investment styles appears to have been a factor in the recent breakdown of talks over the possible acquisition by Friends Provident of British Coal's in-house pension fund manager, CINMan. During takeover discussions it became obvious that CINMan's contrarian style would not fit easily in the Friends Provident mould.

Wellensiek in the Bremer Vulkan hot seat

In Germany he's known as 'Mr Composition'. Jobst Wellensiek is the 64-year-old lawyer brought in by shipbuilder Bremer Vulkan to oversee Vergleich (composition), a particularly German procedure which attempts to stave off bankruptcy by reducing and rescheduling a company's debts, Judy Dempsey writes.

Wellensiek, who set up as an insolvency expert in Heidelberg in 1964, had been involved in over 350 cases since then and now employs some 70 specialists in the field.

He is a very direct, open man, with a knack of explaining complicated financial affairs in terms the layman can understand. He is sensitive to those whose jobs are on the line, but outspokenly critical when he thinks management has been lax.

His career tracks the decline of some of Germany's industrial giants. In the late 1980s, he dealt with the Bavarian-based Maxhütte steel works, a three-year marathon where he ended up saving 1,500 of the 4,675 jobs. Today, he is winding up Pifa, the east German CD manufacturer which failed to ride out German unification.

Insolvency work pays well: his office has already been given DM10m (\$6.8m) by the banks to cover Bremer Vulkan's legal fees. But the shipyard's workers

are not complaining: "Legal fees of DM10m? We don't care. We just want him to save jobs. We trust him," is a typical comment.

Some liberators are just not appreciated, Nicholas Denton writes. Andre Sharon, head of Merrill Lynch's European research department, was going to free the analysts of Smith New Court. As part of the UK marketmaker, they were at the back of its dominant sales and trading business; as part of Merrill Lynch, they would have the independence that comes from providing services to several divisions.

FACES

Sharon learns history's hardest lesson

Some liberators are just not appreciated, Nicholas Denton writes. Andre Sharon, head of Merrill Lynch's European research department, was going to free the analysts of Smith New Court.

But Smith's analysts have proved a surprisingly conservative lot. The erudite Sharon likes reminding people that, when the Bastille was liberated during the French Revolution, some prisoners refused to leave. Just over a week ago, there was a full-scale revolt by some of his analysts.

Even Sharon's opponents in the turf war acknowledge his broad mind. He was brought up in Egypt, Jewish by religion, speaking French at home and going to an English-style public school. Most of his career was spent in the US as an analyst at one of the firms that made up Drexel Burnham Lambert. He commands great loyalty from

employees who have had the time to get to know him. But Smith analysts have not had that time, and had to cope also with differences of age and culture.

But above all, Sharon was the personification of the global identity and procedure which Merrill is gradually imposing on Smith.

There was not much he could do about that. "Probably I should have explained a little more," says Sharon. "Whether people would have heard is another question."

At BZW, the investment banking arm of Barclays, chairman Sir Peter Middleton and chief executive David Band don't intend to let the 10th anniversary pass unmarked. The firm - formed from a merger of Barclays Merchant Bank, broker de Zoete & Bevan and Jobber Wedd Durliacher - is taking over the entire set of banqueting rooms at London's luxury Savoy hotel on May 7.



David Band, chief executive of BZW, has booked the Savoy's entire set of banqueting rooms on May 7, to mark the investment bank's 10th anniversary

BZW ages but the Band plays on

It is a decade since London's Big Bang, when the structure of the securities industry was blown into a new shape by the abandonment of fixed commission and the distinction between firms of stockbrokers, who advised investors, and jobbers, who made a two-way market in shares.

At BZW, the investment banking arm of Barclays, chairman Sir Peter Middleton and chief executive David Band don't intend to let the 10th anniversary pass unmarked. The firm - formed from a merger of Barclays Merchant Bank, broker de Zoete & Bevan and Jobber Wedd Durliacher - is taking over the entire set of banqueting rooms at London's luxury Savoy hotel on May 7.

Golfer negotiates a Hungarian minefield

There was a sigh of relief all round in Budapest last week when Hungary's Socialist-led government opted for Peter Medgyessy as its new finance minister. The BUX index - which had lost 5 per cent on the resignation of Lajos Bokros a week earlier - soared by 5.8 per cent as foreign buyers switched funds back to the country, writes Virginia Marsh.

Medgyessy, a 53-year-old banker, is well known in both local and international financial circles and analysts rate him as a safe pair of hands to lead Hungary through the minefield of welfare and public finance reform. While considered less dynamic than the charismatic Bokros, former colleagues say Medgyessy is more of a team player and a better communicator than his predecessor, whose bluntness and self-confidence irritated many in the cabinet.

THE THAI PRIME FUND LIMITED (Incorporated in the Republic of Singapore) Notice of Eighth Annual General Meeting

NOTICE IS HEREBY GIVEN THAT the Eighth Annual General Meeting of the Company will be held at the Meeting Room, 3rd Floor, Investment Trust Department, The Nomura Securities Co., Ltd., Dai-ichi EdoBASHI Building, 1-9-1, Nihonbashi, Chuo-Ku, Tokyo, Japan on Wednesday, 27 March 1996 at 9.00 a.m. to transact the following business:-

- 1. To receive and adopt the audited accounts for the year ended 31 December 1995 and the Directors' and Auditors' Reports thereon. (Resolution 1)
2. (i) To re-elect the following Directors retiring under the provisions of Article 118 of the Company's Articles of Association: (a) Mr Katsuya Takanashi (Resolution 2A) (b) Mr. Udom Vichayabhai. (Resolution 2B)
(ii) To re-elect Mr Harunobu Aono retiring under the provisions of Article 109 of the Company's Articles of Association. (Resolution 2C)
3. To re-appoint KPMG Peet Marwick as Auditors and to authorise the Directors to fix their remuneration. (Resolution 3)
4. AS SPECIAL BUSINESS (a) To declare a second and final dividend of US\$0.50 tax exempt per Redeemable Preferred Share for the year ended 31 December 1995 (Resolution 4A) (b) To approve the amount of US\$10,000 proposed as Directors' Fees. (Resolution 4B)
5. Any other business.

By Order of the Board CLAIRE THAM LI MEI (MS) Secretary 1 March 1996 Singapore NOTE A member of the Company entitled to attend and vote at the above Meeting is entitled to appoint a proxy to attend and vote in his stead. A proxy need not be a Member of the Company. The instrument appointing a proxy must be lodged at the registered office of the Company not less than 48 hours before the time set for holding the Meeting. There is no Directors' Service Contract in existence.



NOTICE OF ANNUAL GENERAL MEETING

Notice is hereby given to the shareholders of Nokia Corporation (the 'Company') of the Annual General Meeting ('AGM') to be held on Tuesday, 2nd April, 1996 at 3.00pm at The Helsinki Fair Centre, Congress Wing, Congress Hall C1, Rautatietajenkatu 3, Helsinki, Finland.

- a) review of the annual accounts, comprising the Profit and Loss Account, the Balance Sheet, the Annual Report of the Board of Directors and the Consolidated Accounts.
b) review of the Auditors' Report.
c) approval of the Profit and Loss Account, the Balance Sheet, the Group Profit and Loss Account and the Group Balance Sheet.
d) decision on any measures to which the profit or loss shown in the approved Balance Sheet or Group Balance Sheet may give rise.
e) decision on discharging the members of the Board of Directors and the President from liability.
f) decision on the number of members to serve on the Board of Directors.
g) decision on the remuneration to be paid to the members of the Board of Directors and to the auditors.
h) appointment of members of the Board of Directors, and
i) appointment of the auditors and the deputy auditors.

The accounts for the 1995 financial year will be on display from March 26th, 1996 at the Company's Head Office at Eteläesplanadi 12, Helsinki, Finland, and the offices of Enskilda, Skandinaviska Enskilda Banken at 2 Cannon Street, London EC4M 6XL. The full annual report in Finnish, Swedish and English will be available at the Company's Head Office from March 26th, 1996 and will be sent to shareholders upon request to the Registrar. Copies of the full annual report will also be available from Enskilda from 26th March, 1996.

Shareholders who are registered in the Shareholders register not later than 22nd March, 1996 and who wish to exercise their voting rights at the AGM must give notice to the Company of their intention to attend not later than 29th March, 1996 at 4.00pm. Notice may be given to the Shareholders' Registrar in person at the Office of the Company at Eteläesplanadi 14, Helsinki, Finland, during office hours, or by telephone (358) 0 1807 390, or in writing to the Shareholders' Registrar, Nokia Corporation, P.O. Box 228, SF-00101, Helsinki, Finland. Written notice should arrive no later than 29th March, 1996.

The record date for the dividend for 1995 is 9th April, 1996. The Board will propose to the AGM that the dividend be paid on 15th April, 1996.

Helsinki, February 1996 Board of Directors of Nokia Corporation

NOTICE OF EARLY REDEMPTION ELECTRICITE DE FRANCE US\$1 250,000,000 7 7/8 % Guaranteed Bonds due 2096

Notice is hereby given that pursuant to paragraph 7 of the Indenture... Payment of principal and accrued interest will be made upon presentation and surrender of the Bonds together with all unearned coupons at either of the following offices: BANQUE NATIONALE DE PARIS Luxembourg S.A. 24 Boulevard Royal L-2952 Luxembourg

Obayashi Finance International (Netherlands) B.V. \$4,500,000,000 Floating Rate Notes due 1997

Interest Rate: 2.52% p.a. Interest Period: 4th March, 1996 to 3rd September, 1996 Coupon Amount: \$1,250,000 (in Notes of \$100,000,000)

\$75,000,000 HMC FINANCING 3 PLC Class A Mortgage Backed Floating Rate Notes due December 2018

\$85,900,000 CAPRS III Limited Secured Amortising Floating Rate Notes due 1999

SIGMA SECURITIES S.A. - MEMBER OF THE ATHENS STOCK EXCHANGE

Table with 2 columns: ATHENS STOCK EXCHANGE Feb 23rd - March 1st 1996 and GREECE. Rows include ASE INDEX, 1-Mth (Prev. Wk), 3-Mth (Prev. Wk), 12-Mth (Prev. Wk), Yearly High, Yearly Low, WEEKLY VOLUME (USD m), %Chg (Prev. Wk), 1 Y Wk Avg. (USD m), P/E 95e (after tax), P/E 94 (after tax), EPS Q4 (USD m), EPS Q4 (EUR m), P/BV 95e/94, Div. Yield (%) 95e/94, GDP (USD bn) 95e, Per Capita Income (USD), Inflation Rate (% Y.O.Y., January 95), 15-Month T-Bill (% end of February 95), 1-Month Abstar (1st), GDR/ISS, A.S.E. Market Capitalization - 1/5/96 (USD bn), IPOs & Rights Issues (in USD m) 1 Jan 96 - 1 Mar 96

APPOINTMENTS ADVERTISING appears in the UK edition every Wednesday & Thursday and in the international edition every Friday.

Franchising This survey will now be published on 7 March 1996 Lesley Sumner Tel: +44 (0) 171 873 3308 Fax: +44 (0) 171 873 3064 FT Surveys

AUSTRALIA AND NEW ZEALAND BANKING GROUP LIMITED Sterling Floating Rate Notes due 1997 BUSINESSSES FOR SALE

Table with 2 columns: ATHENS STOCK EXCHANGE Feb 23rd - March 1st 1996 and GREECE. Rows include ASE INDEX, 1-Mth (Prev. Wk), 3-Mth (Prev. Wk), 12-Mth (Prev. Wk), Yearly High, Yearly Low, WEEKLY VOLUME (USD m), %Chg (Prev. Wk), 1 Y Wk Avg. (USD m), P/E 95e (after tax), P/E 94 (after tax), EPS Q4 (USD m), EPS Q4 (EUR m), P/BV 95e/94, Div. Yield (%) 95e/94, GDP (USD bn) 95e, Per Capita Income (USD), Inflation Rate (% Y.O.Y., January 95), 15-Month T-Bill (% end of February 95), 1-Month Abstar (1st), GDR/ISS, A.S.E. Market Capitalization - 1/5/96 (USD bn), IPOs & Rights Issues (in USD m) 1 Jan 96 - 1 Mar 96

SmithKline Beecham PLC Floating Rate Unsecured Loan Stock 1990/2010 Interest Rate: 5.8375% per annum Interest Period: 1st March 1995 to 3rd June 1996 Midland Bank plc Agent Bank

To the holders of Mortgage Capital Trust I Collateralized Mortgage Obligations, Series A Class A-1 Bonds Due 1st June, 2017 Notice is hereby given that the interest rate on the Class A-1 Bonds for the interest period 1st March, 1996 through 1st June, 1996 is 5.9125% per annum. By: Bankers Trust Company, as Trustee.

هكذا من الأهل

ING BANK
उभरती अर्थ-व्यवस्थाओं और
पूजी वातावरण में माहिर है हम
ING BARINGS

FINANCIAL TIMES
MARKETS
THIS WEEK

ING BANK
At Home in Emerging
and Capital Markets
ING BARINGS

Global Investor / Peter Martin

Timely concept or nostalgic echo?

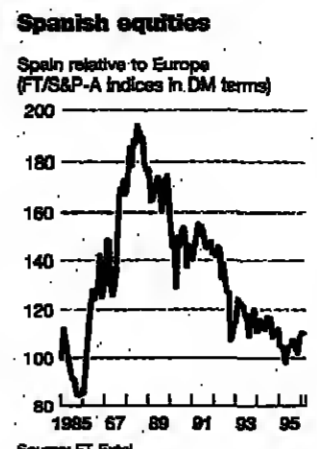


As Spain's voters pass their verdict on 13 years of Felipe Gonzalez's socialist government, the world's investors long ago voted with their feet. Between 1985 and 1993, Spain could do no wrong in their eyes. Powered in part by the view that the country was about to become Europe's California - a sun-soaked home for low-cost greenfield manufacturing - the stock market soared in both absolute and relative terms.

Spanish index. Sentiment has been consistently negative: any broker trying to paint Spain as Europe's California was wasting his time. Now, with the political climate shifting, is it time to resurrect the concept? Or is it just a nostalgic echo of the 1980s?

So the theory that Spain's entry to the EU in 1986, and the deepening of the single market in 1993, would make it attractive has been largely borne out. It has not spilled over into the equity market, however. Instead, companies behind the rebirth of manufacturing have been the multinationals - good news for technology and management but little help for investors in Spanish stocks.

There were no quoted retail groups either. This situation is improving: there are now three quoted retailers and in May Grupo Sol Melia, the largest hotel company, comes to the market. But the underlying issue remains. The equity market remains dominated by essentially domestically-oriented companies; they provide little exposure to external trade.



Total return in local currency to 25/2/96
Table with columns for US, Japan, Germany, France, Italy, UK and rows for Cash, Bonds 3-5 year, Bonds 7-10 year, Equities.

COMPANY RESULTS DUE

Aluminium and steel help lift Hoogovens

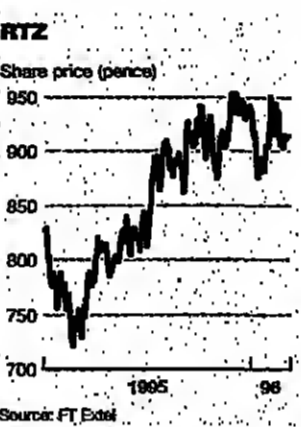
Hoogovens, the Netherlands' only steel producer, is forecast on Thursday to post net profits of between £1,500m and £1,550m in 1995, up sharply from £1,354m in 1994. The rise, due to a strong performance in the first half in particular, reflects substantially higher results from steel operations - its biggest business - and a further recovery in aluminium earnings. In 1994 aluminium was loss-making for the year as a whole, though it moved into the black in the second half of the year and has remained profitable throughout 1995.

substantially higher. But it already noted in the summer that second-half results were unlikely to match the level of the first six months, when net profits surged nearly five-fold from £163m to £1,308m. Nevertheless, Hoogovens insisted second-half results would still be high overall.

Analysts attribute the second-half's relative weakness, compared with the first, to currency factors but also to softening in steel prices and slightly more hesitant demand in late 1995. Hoogovens, along with the Netherlands' chemicals companies, is among the most cyclical stocks on the Amsterdam stock exchange.

strong construction growth in Ireland, a recovery in the group's Spanish concrete products business and a series of earnings enhancing acquisitions made during the year in the US and at home. Davy forecasts pre-tax profits of £115.5m, up from £116.1m.

In the wake of a profits warning last November analysts are unsure exactly how badly Arjo Wiggins Appleton was hit by destocking in the second half of last year. Consequently forecasts for the Anglo-French group's 1995 profits, excluding exceptional items, range widely from £180m to £210m, against £225m in 1994. Acquisitions on the merchandising side during the year will have boosted revenue. On the plus side, contributions from new businesses will have been more than offset by decline in demand and the £100m cost of restructuring Arjo's European manufacturing operations.



Rolls-Royce, the aero engine and industrial power group, announces full year results on Thursday, with analysts expecting pre-tax profits of between £25m and £30m, compared with £101m last time. It has had a string of recent successes in Asia, winning engine orders from Singapore Airlines and Malaysia Air-

lines. The group is likely to be asked about the level of price-cutting in the business and the status of other impending engine orders, such as one from South African Airways.

BAT Industries is expected to report on Wednesday a rise in pre-exceptional pre-tax profits of about 25 per cent to £2.45bn for the year to December. Tobacco will lead the way with a rise of some 33 per cent in operating profits. The acquisition of American Tobacco, recovery in Brazil and fast rising volumes in eastern Europe will all contribute. Financial services profits should be up about 15 per cent to £1bn. The net dividend should rise by about 10 per cent to 24p from normalised earnings per share up 13 per cent at 48p.

Cadbury Schweppes will show pre-tax profit growth of about 10 per cent to £325m when it reports year-end

results on Wednesday. On the positive side are the first 10 month's contribution from Dr Pepper/Seven-Up Companies in the US, elimination of heavy losses from Spanish bottling and encouraging growth from some overseas drinks markets such as South Africa. On the negative side, confectionery has had a dull year thanks to hot weather in the UK and plant commissioning costs in some countries. Expect a dividend of 15.5p (15.6p).

Although RTZ, the UK-based mining group, and CRA, its Australian associate, completed the arrangements to become "dual listed companies" (which had the same effect as if they had merged) only in December, they will report combined results for 1995. The group has become much more difficult to analyse because it now produces such a wide range of metals and minerals. But analysts forecast

that RTZ-CRA on Thursday will report profit before tax and exceptional items somewhere between £1.39bn and £1.45bn.

Glaxo Wellcome, the world's biggest pharmaceuticals company by sales, will on Wednesday March 6 present its first full year's results since Glaxo bought Wellcome. The figures will be complicated not only by the takeover but by the £1.2bn in provisions for the cost of merging the two businesses. Analysts are expecting pro-forma pre-tax pre-exceptional change profits of about £2.5bn, up about 10 per cent on 1994. The increase will come about partly because of the rapid reduction in debt levels possible by such a cash generative business, and in spite of falling sales from its largest and probably most profitable product, ulcer treatment Zantac. Turnover for the year should come in a shade under £8bn,

up 5 per cent on pro-forma figures from a year ago.

The prospect of further restructuring could feature in full year results on Thursday from Zeneca, the UK's third biggest pharmaceuticals company. In January, the company announced a £60m restructuring charge relating to its supply chain, and last month said it would put its seeds division into a joint venture. Its speciality chemicals operation could be looked at next, suggest analysts. The figures for 1995 will be distorted by the restructuring charge. Pre-tax pre-restructuring profits are likely to be more than £250m, compared with £359m last year. Turnover could be close to £5bn, compared with £4.48bn for 1994. Analysts will be looking out for sales figures for Zestril, the heart drug that is the company's biggest product but whose market is becoming increasingly competitive.

INTERNATIONAL EQUITIES by Antonia Sharpe

Bought deal saves French face

The French government's decision last week to sell off most of its remaining stake in Total, the oil company, through its first "bought deal" has done much to restore investor confidence in its maligned privatisation programme.

By the end of last year, two difficult sell-offs had reduced the programme to tatters and landed the French with an unenviable reputation as an inflexible and arrogant customer.

An abysmal share price performance by Usinor Saclor, the steel company, since its privatisation in the summer, deterred investors from participating in December's privatisation of Pechiney, the aluminium and packaging company. Although Pechiney's shares are now trading at a healthy premium to the issue price, the difficult launch and recriminations from investors that yet again the government had not listened to the market finally struck home.

With a heavy pipeline of privatisations ahead - a target of FF40bn (\$8bn) has been set this year - the government needed a successful transaction to erase the bad memories of 1995.

Impressed by the speed and efficiency of the UK government's sale of its remaining £500m stake in British Petroleum through a bought deal last December, the French government called in the same advisers, NM Rothschild, to conduct a similar auction of its Total stake.

Investors to which the stock was placed - by Sam the following morning - and the resilience of the share price afterwards delighted the French. "The sale has been a success for investors, for the company and for the government. Everyone is happy," said one government official.

More importantly, the Total sale sent an important message to investors that they could make money on French privatisations. "This deal was a new departure for the French and it worked," said one banker involved in the transaction.

Investors to which the stock was placed - by Sam the following morning - and the resilience of the share price afterwards delighted the French. "The sale has been a success for investors, for the company and for the government. Everyone is happy," said one government official.

More importantly, the Total sale sent an important message to investors that they could make money on French privatisations. "This deal was a new departure for the French and it worked," said one banker involved in the transaction.

FT/S&P ACTUARIES WORLD INDICES

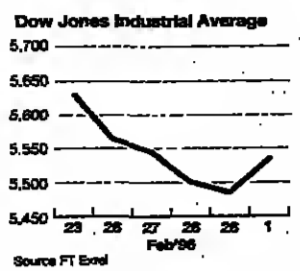
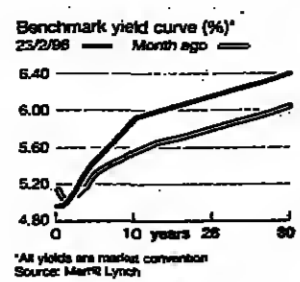
Table with columns for National Markets, FT/S&P Actuarial World Indices, Friday March 1 1996, and Thursday February 29 1996. Includes sub-headers for US, Dollar, Sterling, Yen, DM, Currency, Div, Yield, Local, Local % Div, Yield, and Dollar Index.

EXCO logo and advertisement for Exco Bierbaum & Co. Effekten GmbH, listing services in various time zones and contact information for Exco Bierbaum Peter Endres +49 211 13 80 80.

MARKETS: This Week

NEW YORK By Richard Waters

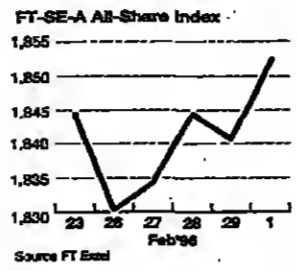
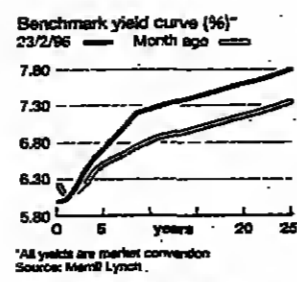
The US stock and bond markets start this week in better shape than they did last week...



The high level of volatility that continued throughout the week, though, suggests that the markets will remain choppy until a clearer picture emerges...

LONDON By Philip Coggan

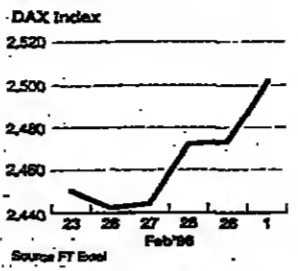
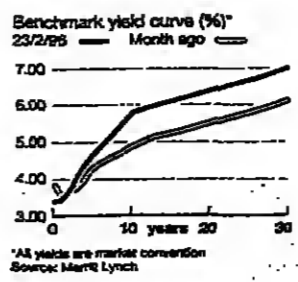
The focus of the week will undoubtedly be Thursday's meeting between Mr Kenneth Clarke, the chancellor of the exchequer...



Both gilts and equities will continue to be affected by the volatile mood of Wall Street, where the yield on the 30-year Treasury bond briefly touched 6.5 per cent last week...

FRANKFURT By Andrew Fisher

Further evidence of Germany's stagnant economy will emerge this week with a batch of statistics that will be eagerly studied by the bond and equity markets.

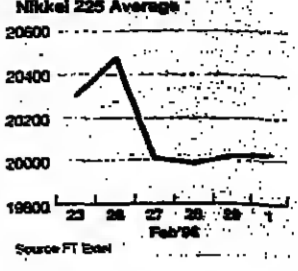
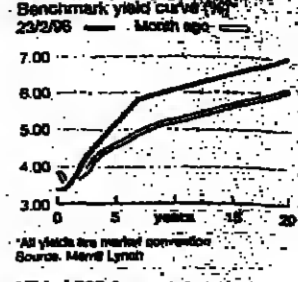


On Tuesday, fourth-quarter gross domestic product figures are expected to show a dip over last year's third quarter; D&S reckons it could be 0.5 per cent.

Unemployment data for February, likely on Wednesday, should show a further rise, with Westdeutsche Landesbank looking for 4.2m (10.9 per cent) unadjusted and 3.92m (10.2 per cent) seasonally adjusted.

TOKYO By Emiko Terazono

While fears of rising interest rates seem to have subsided after last week's Bank of Japan's tankan, the quarterly survey of business sentiment confirmed that the economic recovery is a gradual one...



Bond and stock markets are expected to fluctuate on last-minute profit-taking ahead of the fiscal year-end. Banks are writing off their losses from the Jusen, the ailing housing loan companies...

The survey showed companies were still burdened with excess capacity. Inventories and capacity, with all indices improving only marginally...

Meanwhile, the stock market faces settlement for March futures and options this week. Participants have become increasingly wary of long positions on arbitrage trading...

COMMODITIES By Kenneth Gooding

Silver demand outstrips supply

Silver supply in 1996 will fail to keep pace with consumption - the seventh successive year there has been a supply deficit.

used mainly in photographic film, jewellery and silverware, will rise by 3.6 per cent to 714m ounces in 1996 while supply is forecast to increase by 1.7 per cent to 535.9m.

long-term objectives. "These investors appeared unwilling to supply silver to the market at current prices, instead, they appeared to have price targets of \$8 [an ounce] and higher," says Mr Christian.

The organisation's annual Silver Survey, sponsored by 14 big corporations covering every sector of the business, was launched last week in New York and there will be presentations in other venues, beginning tomorrow in Mexico City.

Mr Jeffrey Christian, CPM's managing director, suggests that silver's price will this year average \$5.86 an ounce, compared with \$5.20 in 1995. He says the price will go above \$6 at some point in 1996 but it would take "some major scares" in the US presidential election to force it above \$7.

Oil analysts say Opec is producing about 25.6m barrels a day, well above the 24.52m h/d production ceiling of the group. A sale of \$2bn of Iraqi oil to raise funds for relief supplies would require the market to absorb an additional 700,000 h/d or more.

OTHER MARKETS Compiled by Michael Morgan

AMSTERDAM

The market will be hoping for further impetus from the corporate reporting season after last week's string of company results led the AEX index to a succession of all-time highs, writes Ronald van de Krol.

In a year-on-year comparison, the US currency's fall is not as dramatic as it once was. The dollar is a key factor in Amsterdam because many board-listed companies are dependent on exports to overcome the relatively small size of the domestic market.

PARIS

The demerger plan from Charpeurs last week caught many by surprise, so much so that the shares of the media and textiles conglomerate soared by 12 per cent on the day of the announcement, writes John Pitt.

The bank's year-end target for the index is 2,050, compared with 1,886.6 on Friday. UBS says earnings expectations are standing up better than those for core Europe and the market still appears to offer good value at around 10 times 1996 earnings.

STOCKHOLM

Even after last week's sterling performance, which saw the Affarsvarden post all-time highs on Tuesday, Wednesday and Friday, many analysts believe the market has further to go. Stockholm is, for example, UBS's favourite market, offering, it says, the best value, best fundamentals and the right sector mix.

in his European model portfolio from 3 to 6 per cent at the same time as he upgraded an already overweight German position from 18 to 19 per cent.

HONG KONG

Corporate results will grab the limelight in Hong Kong this week, with Hongkong Electric and Cathay Pacific finalising among the more prominent reports, writes Louise Luzzo.

CROSS BORDER M&A DEALS

Table with columns: BIDDER/INVESTOR, TARGET, SECTOR, VALUE, COMMENT. Includes deals like Thomson Corporation, BP (UK/Mobil) US, Bosch (Germany), etc.

CURRENCIES By Graham Bowley

Attention turns to US rates as Tokyo props up dollar

The US dollar recovered on Friday after a week in which the Bank of Japan had regularly intervened to prop it up. The Japanese tankan survey finally put paid to expectations of an imminent rise in Japanese interest rates, which had been depressing the US currency, while data showing a large rise in Japanese foreign reserves suggested that the Bank of Japan's determination to lift the dollar higher.

Dealers this week will be looking for further signs of Japanese intervention, but attention will also turn to the future direction of US interest rates with the publication on Friday of key US employment data. Expectations of a further cut in US interest rates at the Federal Reserve's next meeting later this month could intensify if the data point to further weakness in the US economy.

Political developments in the race for the Republican presidential nomination are also likely to affect the dollar. Analysts said the currency could suffer if Mr Pat Buchanan, the right-wing candidate, was to make further progress in the race. Investors have been troubled by the protectionist stance Mr Buchanan has taken, dealers said.

Financial markets are expecting a change of government in both Spain and Australia. This is likely to be positive for their currencies since it is likely to imply more conservative economic policies in both countries.

Australian government would be prepared to tackle the country's budgetary problems. Figures on German industrial production and manufacturing orders this week are forecast to show weakness in the German economy, fuelling expectations of further German interest rate cuts.

FT GUIDE TO WORLD CURRENCIES

The table below gives the latest available rates of exchange (rounded) against four key currencies on Friday, March 1, 1996. In some cases the rate is nominal. Market rates are the average of buying and selling rates except where they are shown to be otherwise. In some cases market rates have been calculated from those of foreign currencies to which they are tied.

Large table with columns: CURRENCY, UNIT, RATE, etc. Lists exchange rates for various countries like Argentina, Australia, Austria, etc.

Advertisement for Odebrecht Overseas Limited, U.S. \$50,000,000 Euro-Commercial Paper Program, featuring CNO logo and contact information.

Vertical text on the right edge of the page, including "To all those making..." and "SCS-MICRO".

To all those customers who helped SGS-THOMSON Microelectronics make 1995 another year of steady growth, we'd like to say

THANK YOU

SGS-THOMSON has recorded yet another year of steady and impressive growth, once again outpacing the rate of growth in our served markets. Net revenues are up 34% to \$3.554 billion, while earnings have risen from \$362.5 million to \$526.5 million.

Our continued growth is no accident. We're successful, in large, because of strong working partnerships with the customers we serve. Fully 51% of SGS-THOMSON's business is devoted to providing those customers with differentiated products — Microcontrollers, Semicustom ICs and ASSPs/Dedicated ICs. Since these complex devices contain a high level of customer system architecture, they can only be designed and built with the close cooperation of both partners.

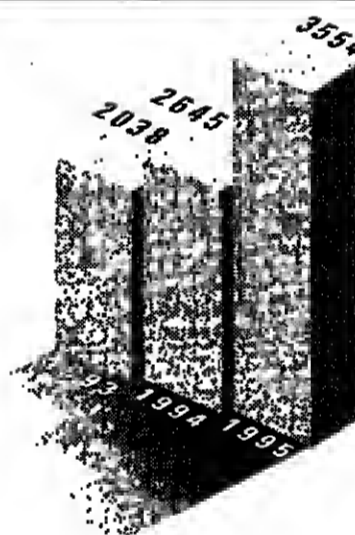
SGS-THOMSON, from its side, intelligently drives advances in technology and production capacity build-up, based on clearly defined customer needs. New products are planned and capital is invested to satisfy customer-driven demands. This firm commitment to common objectives results in a win-win situation for both parties.

As we enter 1996, our financial course remains steady. We have a well-positioned portfolio, a diversified sales base — both by end markets and geographically — and significant financial flexibility based on a very strong balance sheet. However, our most important bottom line will always remain the satisfaction of our customers.

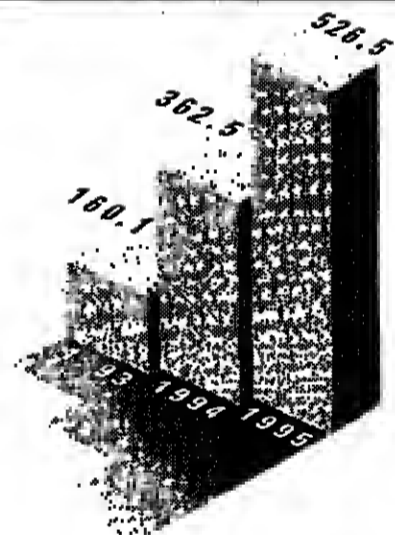
Our continued success has renewed and strengthened our dedication to all whom we have had the privilege to serve.

Once again, thank you.

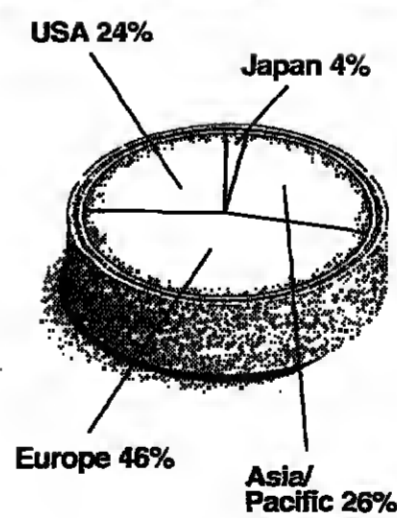
Net Revenues: Millions of Dollars



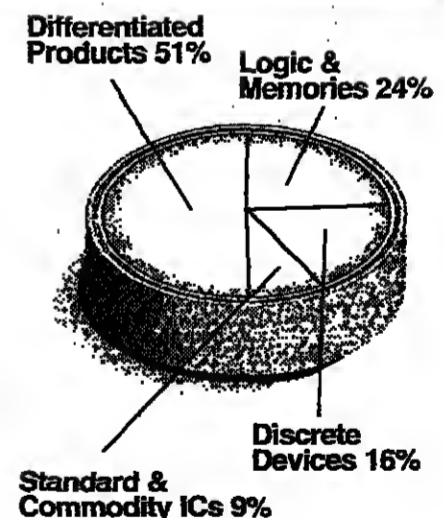
Net Earnings: Millions of Dollars



1995 Sales By Region



1995 Sales By Product Group



Service and Technology



SGS-THOMSON Microelectronics GROUP OF COMPANIES: Australia - Brazil - Canada - China - France - Germany - Hong Kong - Italy - Japan - Korea - Malaysia - Malta - Morocco - The Netherlands - Singapore - Spain - Sweden - Switzerland - Taiwan - Thailand - United Kingdom - USA

MARKETS: This Week

EMERGING MARKETS By Ray Colth in Caracas

Fragile recovery in Caracas

When the Venezuelan equity market rallied to break two-year records in local currency terms a couple of weeks ago, investors reminded about the boom of the early 1990s, which for the first time put the country on the world capital markets map.

The market began to recover last September after a three-year period in which investors had little reason to rejoice. Two coup attempts, a presidential impeachment, and a disastrous banking crisis caused equity prices to plummet. Gloomy economic prospects during most of 1995 kept prices depressed through the first three quarters. Inflation hit 56 per cent, growth was sluggish, and government price and foreign exchange controls squeezed company profits.

Despite a reasonable recovery in recent months, the atmosphere at the Caracas stock exchange is not exactly euphoric. At best, a dozen investors gather in the foyer around late morning. As the exchange is fully electronic and brokers bid via an optical fibre network in the privacy of their offices, the floor is habitually deserted. Yet much of the glistening, hi-tech hardware, acquisitions made during boom years, stands idle.

Market capitalisation of \$4.3bn, or 7.2 per cent of GDP, is still a far cry from 1991 capitalisation levels of \$13bn, or 24.4 per cent. The recovery of recent months, it appears, is rather fragile. "The equity market has been growing, not because it appears interesting to investors but because all other options appear worse," said one broker.

Returns in the equity market in real terms were a negative 7 per cent last year. Yet that is still above most other financial instruments. Fixed interest paper, currently reaping double-digit negative returns in real terms, are hardly an option. Central bank monetary stabilisation bonds have recovered from 39 to 34 per cent in recent days, with a 90 to 80 per cent inflation rate expected for this year. With properties overpriced and investors weary of long-term fixed investments, real estate is not an option either.

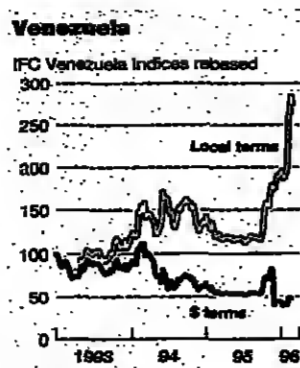
Finally, the local Brady bond market, which was legalised in July of 1995, virtually collapsed after the government in late January introduced harsh control mechanisms, including a six-day resale ban on Brady bonds. Volume plummeted from \$90m daily to an average \$2m to \$5m a day.

Buying Brady bonds for bolivars on the Caracas exchange and selling them at a discount for dollars in New York had for many businesses been the only possibility to overcome a shortage of foreign currency. Since June 1994, the government has been making only a limited amount of dollars available and has fixed the exchange rate.

Given the restrictive conditions, it is perhaps not surprising that among the companies traded most are large exporters with access to stronger markets and hard currency as well as blue-chip companies with a long history on the equity market, such as Electricidad de Caracas.

Of the 91 companies listed on the stock exchange, the 10 largest account for 86 per cent of total volume. Some of the top companies last year even produced returns in dollar terms of between 17 and 25 per cent. For Mr Alfredo Salcedo, president of the Caracas stock exchange, this is only one of the indications that the market has potential. "If these companies can perform as well as they have under the given economic conditions, then they could really take off under normal circumstances," he said.

As further proof that the market has potential to grow, given the right macro-economic conditions, Mr Salcedo points to a number of international brokerages, including Banker's Trust and ABN Amro, that are setting up shop in Caracas.



Source: DataStream

One is the petroleum investment funds, which amount to an opening of the previously closed petroleum industry to private investors. The petroleum industry is considered the backbone of the economy and one of the few sectors with excellent growth prospects.

The legal framework, which is to be approved by congress shortly, will allow the creation of investment funds using a variety of financial instruments to finance projects in the petroleum industry.

"Once the project takes off," says one official at state oil company PDVSA, "we hope to raise as much as \$5bn over the next 10 years."

"We want these shares to reach Venezuelans like the national lottery does," says Mr Juan Musso, one of the architects of the project at PDVSA. The plans have been received with great interest by the financial community.

"The petroleum investment funds open up enormous possibilities and could seriously jump-start this market," says Mr Salcedo. The second government project that could boost the market is the ambitious privatisation programme, which intends to raise \$3.5bn in revenues over the next 18 months.

Sales of shares in electricity, steel, and telecommunications enterprises are at the top of the list.

INTERNATIONAL BONDS By Richard Lapper

Future-flow deals find a niche in Latin America

The completion late last month of a \$280m securitisation deal for Telcel, the Mexican telecommunications company, has highlighted a growing trend among Latin American borrowers. Telcel is the latest in a string of corporates from the region to successfully reduce their borrowing costs by securitising future flows of income.

Last year, the number of these deals proliferated, with borrowers raising some \$2.8bn, a four-fold increase on the 1994 figure.

Telcel, which launched the market's first such deal in 1997, is securitising telephone receivables, payments owed to it from long-distance telephone calls between Mexico and the US.

Companies have also pledged future flows such as export earnings (usually from oil or commodities), credit card receivables, remittances from migrant workers and even airline tickets. Overall, a total of some \$8.6bn has been raised through international future flow deals.

Unlike the more common asset-backed transactions, which involve repackaging portfolios of mortgages, car loans, credit card balances or other assets, future flow deals involve payment over a fixed period of income flows into an offshore trust.

The future receivables are generally sold to the trust, which issues the bonds or notes and repays principal and interest, with any surplus being returned to the issuer.

The structure allows investors to circumvent some of the sovereign risks (convertibility or transfer) typically attached to emerging markets investment.

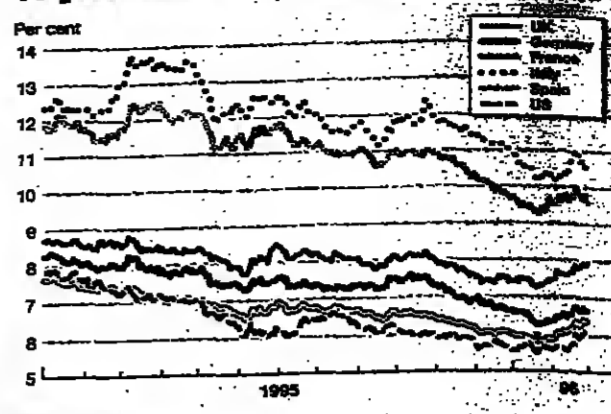
Groupo Mexico, which launched last year's biggest issue - a \$550m export receivable securitisation - reduced both its costs (rates on separate tranches ranged from 1.375 per cent over Libor to 2.65 per cent over US Treasuries) and obtained financing over a relatively long period: 12 years compared with the three years more typical for Mexican borrowers.

"Investors have decided that risk migrants in these structures merit buying at a tighter spread," said Mr Guerrero. Some borrowers active in the market might have been unable to raise money through any other route.

For example, Peru's Banco de Credito, which raised \$48m last year in a credit card receivables transaction, would have found it difficult to raise funds through a more traditional bond issue.

Borrowers from Panama and the Dominican Republic, which might otherwise find access to

10-year benchmark bond yields



Source: FT Intel

INTEREST RATES AT A GLANCE

Table with columns for Country (USA, Japan, Germany, France, Italy, UK) and Interest Rate types (Discount, Overnight, Three month, One year, Five year, Ten year). Values are provided in percentage terms.

(1) Finance Dept rates. (2) UK Base rate. SOURCE: Reuters.

ING BARING SECURITIES EMERGING MARKETS INDICES

Table showing Emerging Markets Indices for various countries (World, Latin America, Argentina, Brazil, Chile, Colombia, Mexico, Peru, Latin America, Europe, Greece, Indonesia, Korea, Malaysia, Pakistan, Philippines, Thailand, Taiwan, Asia) with columns for Index, 1/29/96, Week on week movement, Month on month movement, and Year to date movement.

All indices in \$ terms, January 7th 1992=100. Source: ING Baring Securities.

NEW INTERNATIONAL BOND ISSUES

Table listing new international bond issues with columns for Issuer, Amount, Maturity, Coupon, Price, Yield, Launch, and Book runner.

ITALIAN LIFE

Table listing Italian Life bond issues with columns for Issuer, Amount, Maturity, Coupon, Price, Yield, Launch, and Book runner.

AUSTRALIAN DOLLARS

Table listing Australian Dollars bond issues with columns for Issuer, Amount, Maturity, Coupon, Price, Yield, Launch, and Book runner.

EUROS

Table listing Euro bond issues with columns for Issuer, Amount, Maturity, Coupon, Price, Yield, Launch, and Book runner.

CANADIAN DOLLARS

Table listing Canadian Dollars bond issues with columns for Issuer, Amount, Maturity, Coupon, Price, Yield, Launch, and Book runner.

SEEDS

Table listing Seeds bond issues with columns for Issuer, Amount, Maturity, Coupon, Price, Yield, Launch, and Book runner.

MARSHALLS

Table listing Marshall Islands bond issues with columns for Issuer, Amount, Maturity, Coupon, Price, Yield, Launch, and Book runner.

Woolwich - Building Society

£33,000,000 Subordinated floating rate notes due 2001. Notice is hereby given that the notes will bear interest at 7.26406% per annum from 29 February 1996 to 30 August 1996.

Agent: Morgan Guaranty Trust Company

JPMorgan

BRADFORD & BINGEY

£100,000,000 Floating rate notes 1996. Notice is hereby given that the notes will bear interest at 6.3375% per annum from 29 February 1996 to 30 May 1996.

Agent: Morgan Guaranty Trust Company

JPMorgan

Hallfax Building Society

£100,000,000 Collared floating rate notes 2003. Notice is hereby given that the notes will bear interest at 7% per annum from 29 February 1996 to 29 August 1996.

Agent: Morgan Guaranty Trust Company

JPMorgan

LATIN AMERICA ENTERPRISE FUND L.P.

A partnership for private equity investment in Latin America

US\$253,700,000

Investment Manager BARING LATIN AMERICA CAPITAL CORPORATION, INC. MIAMI, FLORIDA

ING BARINGS

Standard Chartered

Standard Chartered PLC £150 million Subordinated Floating Rate Notes due 1996

In accordance with the provisions of the Notes, notice is hereby given that for the three month period from 29th February 1996 to 31st May 1996, the Notes will bear interest at the rate of 6.2875 per cent per annum.

Interest per £5,000 Note will amount to £79.02 and will be paid for value 31st May 1996 against surrender of Coupon No 40.

West Merchant Bank Limited Agent Bank

EURO MEDIUM TERM NOTE OF SOCIETE GENERALE

FRF 800,000,000 FLOATING RATE NOTES DUE JUNE 2004

Notice is hereby given to the Noteholders that for the period March 1st 1996 to June 3rd, 1996 the interest rate has been fixed at 7.1640625%.

SOCIETE GENERALE BANK & TRUST - LUXEMBOURG



We

liberate

where

other

systems

dominate

Open your eyes.

Discover the key to accounting freedom.

CODA's unique client/server product design unlocks the true potential in your business.

Enabling integration with other world-class technologies and enterprise applications, allowing you to choose the best solution for your business.

Liberating information. Across companies. Across continents. Empowering your people to make accurate, timely, better informed decisions.

Supporting continuous changes in your business and technology strategies - not dominating them.

Giving you the freedom to determine the direction and pace of change in your organisation.

Delivering implementation speed with rapid returns.

Eliminate the need to compromise on your accounting solution.

If you would like to discuss the value that Liberation Systems can bring to your business, feel free.

Call +44(0)1423 509999 or E-Mail: Liberation@CODA.demon.co.uk.

Liberation Systems for Enterprise Accounting

CODA

WORLD STOCK MARKETS

Table of world stock markets including Europe (Austria, Germany, France, Italy, etc.), Greece, Norway, Poland, Switzerland, Turkey, and various Asian markets like Hong Kong, Indonesia, Malaysia, and New Zealand.

Advertisement for Rockwell Defence Electronics, stating: 'Communications systems produced by Rockwell Defence Electronics are used by the US government, NATO and more than 60 other countries around the globe.' Includes the Rockwell logo.

Table of world stock markets (continued), including Japan, Korea, Singapore, South Africa, and various European and Asian indices.

INDICES table showing market indices for various countries like Argentina, Australia, Canada, France, Germany, Hong Kong, India, Indonesia, Japan, Korea, Malaysia, Mexico, New Zealand, Norway, Philippines, Portugal, Singapore, South Africa, Sweden, Switzerland, Taiwan, Thailand, and the UK.

US INDICES table showing Dow Jones, Industrials, Home Bases, Transport, Utilities, Standard & Poor's Composite 400, and NYSE Composite.

Australia (Mar 1 / Aust\$) table showing stock prices for various Australian companies like BHP, Broken Hill, etc.

South Korea (Feb 25 / Won) table showing stock prices for various South Korean companies.

North America (Toronto Mar 1 / Can\$) table showing stock prices for various Canadian companies.

INDEX FUTURES table showing futures prices for various markets.

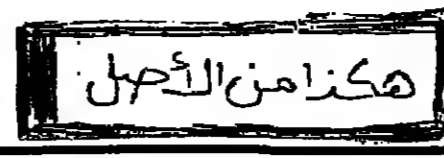
Table showing market data for various countries including Australia, Canada, France, Germany, Hong Kong, India, Indonesia, Japan, Korea, Malaysia, Mexico, New Zealand, Norway, Philippines, Portugal, Singapore, South Africa, Sweden, Switzerland, Taiwan, Thailand, and the UK.

Table showing market data for various countries including Australia, Canada, France, Germany, Hong Kong, India, Indonesia, Japan, Korea, Malaysia, Mexico, New Zealand, Norway, Philippines, Portugal, Singapore, South Africa, Sweden, Switzerland, Taiwan, Thailand, and the UK.

Table showing market data for various countries including Australia, Canada, France, Germany, Hong Kong, India, Indonesia, Japan, Korea, Malaysia, Mexico, New Zealand, Norway, Philippines, Portugal, Singapore, South Africa, Sweden, Switzerland, Taiwan, Thailand, and the UK.

Table showing market data for various countries including Australia, Canada, France, Germany, Hong Kong, India, Indonesia, Japan, Korea, Malaysia, Mexico, New Zealand, Norway, Philippines, Portugal, Singapore, South Africa, Sweden, Switzerland, Taiwan, Thailand, and the UK.

Handwritten signature or scribble at the bottom of the page.



CURRENCIES AND MONEY

POUND SPOT FORWARD AGAINST THE POUND

Table with columns for Country, Bid/offer, Mid, and various interest rates for currencies like Australia, Canada, Hong Kong, etc.

DOLLAR SPOT FORWARD AGAINST THE DOLLAR

Table with columns for Country, Bid/offer, Mid, and various interest rates for currencies like Australia, Canada, Hong Kong, etc.

WORLD INTEREST RATES

Table showing interest rates for various countries and currencies, including Belgium, France, Germany, etc.

CROSS RATES AND DERIVATIVES

EXCHANGE CROSS RATES

Table showing exchange rates for various currencies like DM, SF, Yen, etc.

FT GOLD MINES INDEX

Table showing gold prices and indices for various regions like Africa, Asia, etc.

EURO CURRENCY INTEREST RATES

Table showing interest rates for Euro currencies like Belgium, France, Germany, etc.

UK INTEREST RATES

Table showing UK interest rates for various terms like 1 month, 3 months, etc.

UK MONEY RATES

Table showing UK money rates for various currencies like Sterling, etc.

RIGHTS OFFERS

Table showing rights offers for various companies like British Airways, etc.

UK GILTS PRICES

Table showing UK gilt prices for various maturities like 10 years, 20 years, etc.

UK CLEARING BANKS

Table showing clearing bank base lending rates for various banks.

OFFSHORE COMPANIES

Advertisement for Offshore Companies, established in 1975, offering world-wide ready-made companies.

BANK RETURN

Table showing bank returns for various departments like Banking, Finance, etc.

BASE LENDING RATES

Table showing base lending rates for various banks and currencies.

SPREAD BETTING ON OVER EIGHT MARKETS

Advertisement for City Index, offering spread betting on over eight markets.

STOCK INDICES

Table showing stock indices for various markets like FTSE 100, FTSE 250, etc.

OTHER FIXED INTEREST

Table showing other fixed interest rates for various currencies and terms.

FT Surveys

Advertisement for FT Surveys, offering financial surveys and reports.

PHILADELPHIA 6/8/2 OPTIONS

Table showing Philadelphia 6/8/2 options prices for various strikes.

UK CLEARING BANKS

Table showing UK clearing bank base lending rates for various banks.

NOTICE TO THE HOLDERS OF NANKAI ELECTRIC RAILWAY CO., LTD.

Notice to holders of Nankai Electric Railway Co., Ltd. shares regarding a rights issue.

UK CLEARING BANKS

Table showing UK clearing bank base lending rates for various banks.

OTHER FIXED INTEREST

Table showing other fixed interest rates for various currencies and terms.

NOTICE TO THE HOLDERS OF NANKAI ELECTRIC RAILWAY CO., LTD.

Notice to holders of Nankai Electric Railway Co., Ltd. shares regarding a rights issue.

UK CLEARING BANKS

Table showing UK clearing bank base lending rates for various banks.

OTHER FIXED INTEREST

Table showing other fixed interest rates for various currencies and terms.

NOTICE TO THE HOLDERS OF NANKAI ELECTRIC RAILWAY CO., LTD.

Notice to holders of Nankai Electric Railway Co., Ltd. shares regarding a rights issue.

UK CLEARING BANKS

Table showing UK clearing bank base lending rates for various banks.

OTHER FIXED INTEREST

Table showing other fixed interest rates for various currencies and terms.

NOTICE TO THE HOLDERS OF NANKAI ELECTRIC RAILWAY CO., LTD.

Notice to holders of Nankai Electric Railway Co., Ltd. shares regarding a rights issue.

UK CLEARING BANKS

Table showing UK clearing bank base lending rates for various banks.

OTHER FIXED INTEREST

Table showing other fixed interest rates for various currencies and terms.

NOTICE TO THE HOLDERS OF NANKAI ELECTRIC RAILWAY CO., LTD.

Notice to holders of Nankai Electric Railway Co., Ltd. shares regarding a rights issue.

UK CLEARING BANKS

Table showing UK clearing bank base lending rates for various banks.

OTHER FIXED INTEREST

Table showing other fixed interest rates for various currencies and terms.

NOTICE TO THE HOLDERS OF NANKAI ELECTRIC RAILWAY CO., LTD.

Notice to holders of Nankai Electric Railway Co., Ltd. shares regarding a rights issue.

FT MANAGED FUNDS SERVICE

FT Cityline Unit Trust Prices: dial 0891 430010 and key in a 5 digit code listed below. Calls are charged at 39p/minute cheap rate and 49p/minute at all other times. International access available by subscription only. For more details call the FT Cityline Help Desk on (+44 171) 873 4378.

OFFSHORE AND OVERSEAS

BERMUDA (SIB RECOGNISED)

Table listing Bermuda funds including Fidelity Currency Funds Ltd, Royal Bank of Canada O/S Fd Mgrs Ltd, and various international and equity funds.

GUERNSEY (REGULATED)**

Table listing Guernsey funds including ANZ Mudgett Co (Guernsey) Ltd, Apollo Investment Management Ltd, and various equity and international funds.

BERMUDA (REGULATED)**

Table listing Bermuda regulated funds including Bermuda Int'l Invest Mgmt Ltd, Bermuda Int'l Growth Mgmt Ltd, and various equity and international funds.

GUERNSEY (SIB RECOGNISED)

Table listing Guernsey SIB recognized funds including AIG Investment Managers (Guernsey) Ltd, Adams & Henshaw Fd Mgmt, and various equity and international funds.

IRELAND (SIB RECOGNISED)

Table listing Ireland SIB recognized funds including AIG Fund Management Ltd, AIG International (Guernsey) Ltd, and various equity and international funds.

IRELAND (REGULATED)**

Table listing Ireland regulated funds including AIG Fund Management Ltd, AIG International (Guernsey) Ltd, and various equity and international funds.

ISLE OF MAN (SIB RECOGNISED)

Table listing Isle of Man SIB recognized funds including AXA Equity & Law Int'l Fund Mgrs, Bank of Ireland Asset Mgmt, and various equity and international funds.

ISLE OF MAN (REGULATED)**

Table listing Isle of Man regulated funds including AXA Equity & Law Int'l Fund Mgrs, Bank of Ireland Asset Mgmt, and various equity and international funds.

JERSEY (SIB RECOGNISED)

Table listing Jersey SIB recognized funds including AIG Fund Managers (CI) Ltd, AIG International (Guernsey) Ltd, and various equity and international funds.

JERSEY (REGULATED)**

Table listing Jersey regulated funds including AIG Fund Managers (CI) Ltd, AIG International (Guernsey) Ltd, and various equity and international funds.

LUXEMBOURG (SIB RECOGNISED)

Table listing Luxembourg SIB recognized funds including AIG AMRO Funds (CI) Luxembourg, AIG International (Guernsey) Ltd, and various equity and international funds.

LUXEMBOURG (REGULATED)**

Table listing Luxembourg regulated funds including AIG AMRO Funds (CI) Luxembourg, AIG International (Guernsey) Ltd, and various equity and international funds.

ISLE OF MAN (SIB RECOGNISED)

Table listing Isle of Man SIB recognized funds including AXA Equity & Law Int'l Fund Mgrs, Bank of Ireland Asset Mgmt, and various equity and international funds.

ISLE OF MAN (REGULATED)**

Table listing Isle of Man regulated funds including AXA Equity & Law Int'l Fund Mgrs, Bank of Ireland Asset Mgmt, and various equity and international funds.

JERSEY (SIB RECOGNISED)

Table listing Jersey SIB recognized funds including AIG Fund Managers (CI) Ltd, AIG International (Guernsey) Ltd, and various equity and international funds.

JERSEY (REGULATED)**

Table listing Jersey regulated funds including AIG Fund Managers (CI) Ltd, AIG International (Guernsey) Ltd, and various equity and international funds.

LUXEMBOURG (SIB RECOGNISED)

Table listing Luxembourg SIB recognized funds including AIG AMRO Funds (CI) Luxembourg, AIG International (Guernsey) Ltd, and various equity and international funds.

LUXEMBOURG (REGULATED)**

Table listing Luxembourg regulated funds including AIG AMRO Funds (CI) Luxembourg, AIG International (Guernsey) Ltd, and various equity and international funds.

ISLE OF MAN (SIB RECOGNISED)

Table listing Isle of Man SIB recognized funds including AXA Equity & Law Int'l Fund Mgrs, Bank of Ireland Asset Mgmt, and various equity and international funds.

ISLE OF MAN (REGULATED)**

Table listing Isle of Man regulated funds including AXA Equity & Law Int'l Fund Mgrs, Bank of Ireland Asset Mgmt, and various equity and international funds.

JERSEY (SIB RECOGNISED)

Table listing Jersey SIB recognized funds including AIG Fund Managers (CI) Ltd, AIG International (Guernsey) Ltd, and various equity and international funds.

JERSEY (REGULATED)**

Table listing Jersey regulated funds including AIG Fund Managers (CI) Ltd, AIG International (Guernsey) Ltd, and various equity and international funds.

LUXEMBOURG (SIB RECOGNISED)

Table listing Luxembourg SIB recognized funds including AIG AMRO Funds (CI) Luxembourg, AIG International (Guernsey) Ltd, and various equity and international funds.

LUXEMBOURG (REGULATED)**

Table listing Luxembourg regulated funds including AIG AMRO Funds (CI) Luxembourg, AIG International (Guernsey) Ltd, and various equity and international funds.

ISLE OF MAN (SIB RECOGNISED)

Table listing Isle of Man SIB recognized funds including AXA Equity & Law Int'l Fund Mgrs, Bank of Ireland Asset Mgmt, and various equity and international funds.

ISLE OF MAN (REGULATED)**

Table listing Isle of Man regulated funds including AXA Equity & Law Int'l Fund Mgrs, Bank of Ireland Asset Mgmt, and various equity and international funds.

JERSEY (SIB RECOGNISED)

Table listing Jersey SIB recognized funds including AIG Fund Managers (CI) Ltd, AIG International (Guernsey) Ltd, and various equity and international funds.

JERSEY (REGULATED)**

Table listing Jersey regulated funds including AIG Fund Managers (CI) Ltd, AIG International (Guernsey) Ltd, and various equity and international funds.

LUXEMBOURG (SIB RECOGNISED)

Table listing Luxembourg SIB recognized funds including AIG AMRO Funds (CI) Luxembourg, AIG International (Guernsey) Ltd, and various equity and international funds.

LUXEMBOURG (REGULATED)**

Table listing Luxembourg regulated funds including AIG AMRO Funds (CI) Luxembourg, AIG International (Guernsey) Ltd, and various equity and international funds.

ISLE OF MAN (SIB RECOGNISED)

Table listing Isle of Man SIB recognized funds including AXA Equity & Law Int'l Fund Mgrs, Bank of Ireland Asset Mgmt, and various equity and international funds.

ISLE OF MAN (REGULATED)**

Table listing Isle of Man regulated funds including AXA Equity & Law Int'l Fund Mgrs, Bank of Ireland Asset Mgmt, and various equity and international funds.

JERSEY (SIB RECOGNISED)

Table listing Jersey SIB recognized funds including AIG Fund Managers (CI) Ltd, AIG International (Guernsey) Ltd, and various equity and international funds.

JERSEY (REGULATED)**

Table listing Jersey regulated funds including AIG Fund Managers (CI) Ltd, AIG International (Guernsey) Ltd, and various equity and international funds.

LUXEMBOURG (SIB RECOGNISED)

Table listing Luxembourg SIB recognized funds including AIG AMRO Funds (CI) Luxembourg, AIG International (Guernsey) Ltd, and various equity and international funds.

LUXEMBOURG (REGULATED)**

Table listing Luxembourg regulated funds including AIG AMRO Funds (CI) Luxembourg, AIG International (Guernsey) Ltd, and various equity and international funds.

Handwritten signature or scribble at the bottom center of the page.

OFFSHORE INSURANCES

هنا من العمل

FT MANAGED FUNDS SERVICE

FT Cityline Unit Trust Prices: dial 0801 430010 and key in a 5 digit code listed below. Calls are charged at 89p/minute cheap rate and 49p/minute at all other times. International access available by subscription only. For more details call the FT Cityline Help Desk on (+44 171) 678 4378.

Main table listing various investment funds with columns for fund name, price, and other details. Includes sections for 'OTHER OFFSHORE FUNDS' and 'OFFSHORE INSURANCES'.

HONG KONG

up dollar

MANAGED FUNDS NOTES: Contains detailed notes and disclaimers regarding the fund service, including information on currency, fees, and regulatory compliance.

LONDON SHARE SERVICE

ALCOHOLIC BEVERAGES

Table listing various alcoholic beverage companies and their share prices.

BUILDING MATS. & MERCHANTS - Cont.

Table listing building materials and merchants companies.

ELECTRONIC & ELECTRICAL EQPT - Cont.

Table listing electronic and electrical equipment companies.

EXTRACTIVE INDUSTRIES - Cont.

Table listing extractive industries companies.

HOUSEHOLD GOODS - Cont.

Table listing household goods companies.

INVESTMENT TRUSTS - Cont.

Table listing investment trusts.

BANKS, MERCHANT

Table listing banks and merchant companies.

CHEMICALS

Table listing chemical companies.

BANKS, RETAIL

Table listing retail banks.

DISTRIBUTORS

Table listing distributor companies.

ENGINEERING

Table listing engineering companies.

INSURANCE

Table listing insurance companies.

INVESTMENT TRUSTS

Table listing investment trusts.

INVESTMENT TRUSTS

Table listing investment trusts.

BREWERIES, PUBS & REST

Table listing breweries, pubs, and restaurants.

BUILDING & CONSTRUCTION

Table listing building and construction companies.

FOOD PRODUCERS

Table listing food producers.

GAS DISTRIBUTION

Table listing gas distribution companies.

HEALTH CARE

Table listing health care companies.

INV TRUSTS SPLIT CAPITAL

Table listing investment trusts with split capital.

BUILDING MATS. & MERCHANTS

Table listing building materials and merchants.

ELECTRICITY

Table listing electricity companies.

ENGINEERING, VEHICLES

Table listing engineering and vehicle companies.

EXTRACTIVE INDUSTRIES

Table listing extractive industries.

HOUSEHOLD GOODS

Table listing household goods.

INVESTMENT TRUSTS

Table listing investment trusts.

ELECTRONIC & ELECTRICAL EQPT

Table listing electronic and electrical equipment.

EXTRACTIVE INDUSTRIES

Table listing extractive industries.

HOUSEHOLD GOODS

Table listing household goods.

INVESTMENT TRUSTS

Table listing investment trusts.

INVESTMENT TRUSTS

Table listing investment trusts.

INVESTMENT TRUSTS

Table listing investment trusts.

BUILDING MATS. & MERCHANTS

Table listing building materials and merchants.

ELECTRICITY

Table listing electricity companies.

ENGINEERING, VEHICLES

Table listing engineering and vehicle companies.

EXTRACTIVE INDUSTRIES

Table listing extractive industries.

HOUSEHOLD GOODS

Table listing household goods.

INVESTMENT TRUSTS

Table listing investment trusts.

BUILDING MATS. & MERCHANTS

Table listing building materials and merchants.

ELECTRICITY

Table listing electricity companies.

ENGINEERING, VEHICLES

Table listing engineering and vehicle companies.

EXTRACTIVE INDUSTRIES

Table listing extractive industries.

HOUSEHOLD GOODS

Table listing household goods.

INVESTMENT TRUSTS

Table listing investment trusts.

BUILDING MATS. & MERCHANTS

Table listing building materials and merchants.

ELECTRICITY

Table listing electricity companies.

ENGINEERING, VEHICLES

Table listing engineering and vehicle companies.

EXTRACTIVE INDUSTRIES

Table listing extractive industries.

HOUSEHOLD GOODS

Table listing household goods.

INVESTMENT TRUSTS

Table listing investment trusts.

BUILDING MATS. & MERCHANTS

Table listing building materials and merchants.

ELECTRICITY

Table listing electricity companies.

ENGINEERING, VEHICLES

Table listing engineering and vehicle companies.

EXTRACTIVE INDUSTRIES

Table listing extractive industries.

HOUSEHOLD GOODS

Table listing household goods.

INVESTMENT TRUSTS

Table listing investment trusts.

BUILDING MATS. & MERCHANTS

Table listing building materials and merchants.

ELECTRICITY

Table listing electricity companies.

ENGINEERING, VEHICLES

Table listing engineering and vehicle companies.

EXTRACTIVE INDUSTRIES

Table listing extractive industries.

HOUSEHOLD GOODS

Table listing household goods.

INVESTMENT TRUSTS

Table listing investment trusts.

BUILDING MATS. & MERCHANTS

Table listing building materials and merchants.

ELECTRICITY

Table listing electricity companies.

ENGINEERING, VEHICLES

Table listing engineering and vehicle companies.

EXTRACTIVE INDUSTRIES

Table listing extractive industries.

HOUSEHOLD GOODS

Table listing household goods.

INVESTMENT TRUSTS

Table listing investment trusts.

BUILDING MATS. & MERCHANTS

Table listing building materials and merchants.

ELECTRICITY

Table listing electricity companies.

ENGINEERING, VEHICLES

Table listing engineering and vehicle companies.

EXTRACTIVE INDUSTRIES

Table listing extractive industries.

HOUSEHOLD GOODS

Table listing household goods.

INVESTMENT TRUSTS

Table listing investment trusts.

BUILDING MATS. & MERCHANTS

Table listing building materials and merchants.

ELECTRICITY

Table listing electricity companies.

ENGINEERING, VEHICLES

Table listing engineering and vehicle companies.

EXTRACTIVE INDUSTRIES

Table listing extractive industries.

HOUSEHOLD GOODS

Table listing household goods.

INVESTMENT TRUSTS

Table listing investment trusts.

BUILDING MATS. & MERCHANTS

Table listing building materials and merchants.

ELECTRICITY

Table listing electricity companies.

ENGINEERING, VEHICLES

Table listing engineering and vehicle companies.

EXTRACTIVE INDUSTRIES

Table listing extractive industries.

HOUSEHOLD GOODS

Table listing household goods.

INVESTMENT TRUSTS

Table listing investment trusts.

BUILDING MATS. & MERCHANTS

Table listing building materials and merchants.

ELECTRICITY

Table listing electricity companies.

ENGINEERING, VEHICLES

Table listing engineering and vehicle companies.

EXTRACTIVE INDUSTRIES

Table listing extractive industries.

HOUSEHOLD GOODS

Table listing household goods.

INVESTMENT TRUSTS

Table listing investment trusts.

Handwritten signature or stamp at the bottom of the page.

LONDON SHARE SERVICE

INV TRUSTS SPLIT CAPITAL - Cont.

Table listing investment trusts with columns for Name, Price, % change, Div, and Date.

OTHER INVESTMENT TRUSTS

Table listing other investment trusts with columns for Name, Price, % change, Div, and Date.

INVESTMENT COMPANIES

Table listing investment companies with columns for Name, Price, % change, Div, and Date.

LEISURE & HOTELS - Cont.

Table listing leisure and hotel companies with columns for Name, Price, % change, Div, and Date.

LEISURE & HOTELS - Cont.

Table listing leisure and hotel companies with columns for Name, Price, % change, Div, and Date.

LIFE ASSURANCE

Table listing life assurance companies with columns for Name, Price, % change, Div, and Date.

MEDIA

Table listing media companies with columns for Name, Price, % change, Div, and Date.

OTHER FINANCIAL - Cont.

Table listing other financial companies with columns for Name, Price, % change, Div, and Date.

PAPER, PACKAGING & PRINTING

Table listing paper, packaging, and printing companies with columns for Name, Price, % change, Div, and Date.

PROPERTY - Cont.

Table listing property companies with columns for Name, Price, % change, Div, and Date.

RETAILERS, FOOD

Table listing retailers and food companies with columns for Name, Price, % change, Div, and Date.

RETAILERS, GENERAL

Table listing general retailers with columns for Name, Price, % change, Div, and Date.

PROPERTY - Cont.

Table listing property companies with columns for Name, Price, % change, Div, and Date.

RETAILERS, FOOD

Table listing retailers and food companies with columns for Name, Price, % change, Div, and Date.

RETAILERS, GENERAL

Table listing general retailers with columns for Name, Price, % change, Div, and Date.

SUPPORT SERVICES - Cont.

Table listing support services companies with columns for Name, Price, % change, Div, and Date.

TELECOMMUNICATIONS

Table listing telecommunications companies with columns for Name, Price, % change, Div, and Date.

TEXTILES & APPAREL

Table listing textiles and apparel companies with columns for Name, Price, % change, Div, and Date.

SUPPORT SERVICES - Cont.

Table listing support services companies with columns for Name, Price, % change, Div, and Date.

TELECOMMUNICATIONS

Table listing telecommunications companies with columns for Name, Price, % change, Div, and Date.

TEXTILES & APPAREL

Table listing textiles and apparel companies with columns for Name, Price, % change, Div, and Date.

AIM - Cont.

Table listing AIM companies with columns for Name, Price, % change, Div, and Date.

AMERICANS

Table listing American companies with columns for Name, Price, % change, Div, and Date.

CANADIANS

Table listing Canadian companies with columns for Name, Price, % change, Div, and Date.

SOUTH AFRICANS

Table listing South African companies with columns for Name, Price, % change, Div, and Date.

Advertisement for CNBC featuring the text 'Demand currency changes immediately. Call 0990 11 55 55.' and 'Live 24-hour global business TV. European launch 11 March 1996.'

PHARMACEUTICALS - Cont.

Table listing pharmaceutical companies with columns for Name, Price, % change, Div, and Date.

PROPERTY

Table listing property companies with columns for Name, Price, % change, Div, and Date.

RETAILERS, GENERAL - Cont.

Table listing general retailers with columns for Name, Price, % change, Div, and Date.

SUPPORT SERVICES

Table listing support services companies with columns for Name, Price, % change, Div, and Date.

PROPERTY - Cont.

Table listing property companies with columns for Name, Price, % change, Div, and Date.

WATER

Table listing water companies with columns for Name, Price, % change, Div, and Date.

TRANSPORT

Table listing transport companies with columns for Name, Price, % change, Div, and Date.

AIM

Table listing AIM companies with columns for Name, Price, % change, Div, and Date.

WATER

Table listing water companies with columns for Name, Price, % change, Div, and Date.

AIM

Table listing AIM companies with columns for Name, Price, % change, Div, and Date.

GUIDE TO LONDON SHARE SERVICE

Prices for the London Share Service... Where stocks are denominated in currencies other than sterling... This service is available to companies whose shares are regularly traded in the United Kingdom for a minimum of 12 months...

FT Share Service

The following charges have been made to the FT Share Information Service... FT FT Company Focus... FT Cityline

FT Cityline

For up-to-the-minute share prices call FT Cityline on 0206 43... An international service is available for callers outside the UK... The share prices printed on these pages are also available on the internet at www.ft.com.

NEW YORK STOCK EXCHANGE COMPOSITE PRICES

Main table of stock prices with columns for stock name, price, change, and volume. Includes sub-sections for NYSE, NASDAQ, and various industry sectors.

BE OUR GUEST. JOLLY HOTEL DU GRAND SABLON BRUSSELS. When you stay with us in Brussels with your complimentary copy of the FINANCIAL TIMES.

Continuation of stock price table from the previous page, listing various individual stocks and their market data.



هنا من الأجل

NYSE COMPOSITE PRICES

Table of NYSE Composite Prices listing various stocks and their prices.

NASDAQ NATIONAL MARKET

Table of NASDAQ National Market listing various stocks and their prices.

AMEX COMPOSITE PRICES

Table of AMEX Composite Prices listing various stocks and their prices.

Advertisement for Warsaw featuring the slogan 'Have your FT hand delivered in Warsaw' and 'Gain the edge over your competitors by having the Financial Times delivered to your home or office every working day.' Includes contact information for Warsaw.

